The PGA Tournament Manual

PREFACE

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PGA TOURNAMENT MANUAL

The PGA of America is in the process of publishing a series of manuals for the use of golf professionals in the conduct of shop and course operations. One of the series is this PGA Tournament Manual, created by the authors because the planning and management of tournaments have become such important aspects of our profession.

Our Association has not previously had a reference manual for use in tournament development and operations. This publication could serve not only as a checklist for the professional, but also be useful in the training of staff personnel as well as edification of committee members involved in tournament activities. It covers the various elements to be considered in putting together and conducting a well-organized, successful tournament. It contains discussions, outlines, listings, charts, and tabular data arranged in a way which take the reader step-by-step from tournament conception to closeout. Colored dividers facilitate quick access to specific information you might need.

Considerable effort and research have gone into this manual. I feel that it fills a long-vacant gap in organized information on the subject of tournaments, to be used by our professionals in their work and in the education of those who are entering our profession. A special thanks to Tom Addis, Ken Lindsay, Larry Startzel, and Henry Thrower for the many hours they have donated in developing, condensing, organizing, and editing the material contained in this manual.

J.R. Carpenter
President

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PGA

TOURNAMENT MANUAL

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TOURNAMENT DEVELOPMENT

CHAPTER 1

TOURNAMENT DEVELOPMENT

Introduction

We know that tournament play sustains and enhances interest in golf. Accordingly, it is not a question of whether or not a golfing facility should hold tournaments, but a question of the type(s) of tournament(s) to be held, and who becomes involved in their planning, organization, and execution. As with any organized planning your checklist items are the who, what, when, where (your facility), why and how of the matter at hand. Many of the areas to be considered in tournament development are set forth in the following sections of this chapter. Depending on the circumstances at your facility and what you wish to accomplish with a particular tournament, there may be considerations in addition to those covered in this chapter. However, it is suggested that the following listings or discussion serve as your minimum checklist, discarding those which do not apply to your situation.

Early in your planning, determine (1) the purpose of the tournament and (2) the needs of the players. Some factors to consider are:

1. **Purpose of the tournament**
   a. To raise funds for charity and/or increase income for the facility.
   b. To enhance the prestige of the facility and its membership.
   c. To promote/publicize the facility and/or to gain recognition for it in community, state, or nation.
   d. To advertise/publicize a sponsor's support for commercial reasons or to gain goodwill.
   e. To provide recreation/entertainment for players and/or spectators.
   f. To stimulate interest in the game of golf for players of all ages and both sexes, for players at all levels of capability, for spectators, and for sponsors.

2. **Player needs**

   a. Competition among low or high handicappers.
   b. Competition between flights and/or teams.
   c. Competition with a format preferred by a majority of players (match, stroke, four-ball, etc.)
   d. Competition to provide recreation/entertainment for a specific period (day, weekend, holiday, etc.)
   e. Accommodations for players and/or family to possibly include food services, social activities, housing, entertainment, transportation, and/or parking. Sponsors or volunteer staff may have a need for some of these same accommodations.

Having determined the purpose of an event and having anticipated the needs of participants, more detailed planning and organization should be undertaken. Some factors to be considered, as they apply at your facility, are:

3. **Tournament Format**

   a. **Type of Play:** One day or multi-day event; stroke, match play, etc., depending on professional or amateur status of players (professional events are usually stroke play/with individual versus individual competition; amateur events usually match play utilizing handicaps, with individuals or teams in competition).
   b. **Period or time of play:**

      (1) Size of Field: How long will course be needed? This aspect dictates starting procedures; hours for beginning and ending play.

      (2) Course Availability: (a) How long is the course available for tournament use? Facility rules may influence the length of play. For example, if members who are not in the tournament are entitled to access during certain hours, the tournament will have to operate within the time limitations these rules produce unless special arrange-

ments are made; (b) How many holes are available for tournament play? The greater the number of holes (9, 18, 36) available for the tournament, the larger the field that can be accommodated within the time allowed for play; (c) the greater the number of holes available the greater the variety of play for participants, but a larger number of holes may call for increased staff support; (d) when planning course use allow time for possible playoffs.

(3) Weather: For how many hours is play possible? (a) Sunrise-sunset: This is an automatic and obvious limitation (b) Temperature: Extreme morning cold may dictate later than usual starting times and late afternoon heat may necessitate curtailing play earlier than usual. What is done in these circumstances may depend on the ages, health, and preferences of players. In inclement weather, not only the well-being of players must be a planning concern but also that of supporting staff, especially volunteers; (c) Rain: This also impacts on player comfort and playing hours plus it could add rain-delay problems.

(4) Social/Award Activities: Will play be completed in time to meet scheduled socializing, dinner, and/or awards ceremonies? The priority and degree of importance assigned to any or all of these activities is, of course, to be determined by the planners. If not important, discard them as a consideration. Nevertheless, tournaments are frequently held for commercial or philanthropic reasons. Whether for business, charity or entertainment, after-actual play activities sometimes serve as the "icing on the cake" to ensure the tournament's overall success. Whether the impetus is from a fraternal, community, or business organization, or from club members, those involved in developing these activities as a part of the overall event do look forward to them.

These activities can provide a time for spotlighting sponsors, entertainment for players' family members and staff volunteers, and often provide a profit for the club. Failure to meet the agenda for after-play activities could detract from what otherwise might have been a completely successful and enjoyable event.

4. **Logistics:**
   a. **Caddies/Golf Cars:** Are sufficient caddies/golf cars available? (1) Golf car use during the tournaments has, for many amateurs, become a necessity. An insufficiency of cars may be offset by renting or leasing, but rental sometimes requires reservations considerably in advance of planned usage and can be expensive; (2) check and double-check the mechanical-electrical condition of cars to minimize breakdown; (3) clean cars (seats, racks, windshields and provide pencils, scorecards, etc., to leave a good impression on participants; (4) let participants know what action to take to obtain car replacement should a breakdown occur; (5) if feasible, borrow caddies from neighboring clubs to supplement your capabilities. A "pep talk" or orientation may be required for caddies reporting in from other clubs; problems with caddies can involve qualifications, reliability, punctuality and transportation; if borrowed from another club, there may be a requirement to return caddies to a designated assembly point.

   b. **Accommodations:** Several services fall under "accommodations" and may or may not apply for a particular tournament. When applicable, consider whether or not these services should be extended to players, accompanying family members, spectators, staff, and/or volunteer staff.
      (1) Food Services: (a) anticipate increased breakfast, lunch, dinner, and snack requirements (indoor and/or outdoor); (b) An element of food services is providing drinking/beverage points

on-course or water on cars in hot weather; (c) junior golfers may need food at reasonable prices; (d) as much as possible, fit food services to meet these and other anticipated demands.

(2) Housing: Will your staff make reservations in local hotels/motels, etc., for players accompanying family members, and volunteer staff? This housing service may or may not be feasible because of staff limitations, but is a service for out-of-towners which can enhance the appeal of participating in an event.

(3) Communications: Has sufficient lead time been allowed planned for notifying potential participants, receiving their entries, and arranging tournament groupings? Notification should provide information on the who, what, where, when, and how of the tournament plus advice on any supporting services which will be available; a nice service for out-of-towners is a handout with information on local entertainment, dining, hotels/motels, medical facilities, etc.

(4) Parking: Is adequate parking available for players, gallery, and volunteer staff? Designated reserved parking for players and volunteer staff may be needed.

(5) Clubhouse usage: To whom is clubhouse use to be extended? Consider the degree to which the club and its facilities can comfortably accommodate players, players' families, volunteer staff, and gallery. If restrictions are to be placed on clubhouse use, then advice to this effect should be made available to all concerned; appropriate

PROPOSAL FOR
ABC CHAMBER OF COMMERCE
GOLF OUTING

DATE:

EVENT CHAIRPERSONS:

SITE: ABC Farms Golf Club
ABC Farms Recreational Resort

PARTICIPANTS: Golf: 300 + Friends and Guests of the ABC Chamber of Commerce (Championship and Challenge Course)
Dinner: 500 + (Golf Car Facility)

COMPETITION: Four-Person Teams

SCHEDULE OF ACTIVITIES:

***Continental Breakfast:** 6:30-11:30 A.M. at Golf Grill - Championship Course

Driving Range: 6:30 A.M.-2:00 P.M.

Golf with Power Golf Car for 18 Holes: Shotgun Start

Course	Time	Tee Positions
18 Hole Championship	7:30 A.M.-1:00 P.M.	1A/1B/2A/2B/etc. through 18A/18B
9 Hole Challenge	7:30 A.M.-1:00 P.M. (If Required)	1A/1B/2A/2B/etc. through 9A/9B

Chamber Office will make tee assignments and provide names of foursomes.

*Lunch: From 11:30 A.M.-3:00 P.M.
Hamburgers, Hot Dogs, Condiments, etc. at Golf Grill - Championship Course

Beverage Service: From 12:00 P.M. - Golf Plaza (Reception Area) Cocktails, Beer, and Wine available on an individual (subscription) (cash) basis

Three Bar Set-Ups: Golf Plaza

Tickets - Cocktails: $2.00
Wine: $1.50
Beer: $1.25

Example 1

PROPOSAL FOR
ABC CHAMBER OF COMMERCE
GOLF OUTING

* **Dinner** - 7:00 P.M. - Golf Car Facility
New York Strip Steak
Tossed Salad
Baked Potato/Sour Cream
Corn on the Cob
Rolls/Butter
Beverage
Dessert

*Included in Package

Awards/Program - 8:30 P.M. - Golf Car Facility
P.A. System

Tennis, Swimming, Recreational Park - All Day

COST PER PERSON:

**$40.00 - Lunch/Continental Breakfast/Golf with Power Golf Car for 18 Holes/Dinner/2 Beverage Tickets

**$15.00 - Dinner/2 Beverage Tickets

**Includes Applicable State Sales Tax

GOLF COURSE REFRESHMENTS:

Beer/Cups/Ice/Tubs/Tapper - $80.00/½ Barrel
Soft Drinks - $20.00 Per Case - Assorted (Including Diet)

Golf Shop Merchandise and Gift Certificates available
20% Discount

Proximity Markers - Available for long drive and closest to the hole competition

APPROVED _____ DATE_____

APPROVED _____ DATE_____

Example 1

CHARITY GOLF TOURNAMENT PROPOSAL

EVENT:	ABC Charity Golf Tournament for Benefit of ABC County
DATE:	
SITE:	ABC Farms Recreational Resort ABC Farms Golf Club
CONTESTANTS:	250 Friends, Supporters and Guests of ABC County
COMPETITION:	4-Person Team - 18-Hole Scramble
SCHEDULE OF ACTIVITIES:	**Continental Breakfast** - 7:00 A.M.-11:00 A.M. — Golf Plaza
	Buffet Luncheon - 11:00 A.M.-4:00 P.M. - Golf Plaza
	Dinner - 7:30 P.M. - Golf Car Facility Menu: New York Strip Steak Baked Potato Vegetable Tossed Salad Rolls and Butter Beverage - Coffee, Tea and Milk Dessert
	Beverage Service - Complimentary Beer and Soft Drinks 11:00 A.M. - 7:00 P.M. - Golf Course Cocktail Service (4 tickets per participant) 11:00 A.M. - 11:00 P.M. — Golf Plaza
	Awards - 9:30 P.M.
	Complimentary Driving Range - All Day
	Golf - Reserved Tee Times 8:00 A.M. - 2:00 P.M. with Power Golf Car

Example 2

CONVENTION TOURNAMENT CHECKLIST

OUTING: _____

MEETING DATES: _____

OUTING CHAIRMAN: _____ PHONE: _____

TOURNAMENT:

DATE:

COURSE:

TEE:

TIME:

TYPE:

ALTERNATE PROGRAMS:

	YES	NO	TIME	TYPE/PLACE
Putting Tournament				
Instruction Clinic				

CONTESTS:

Long Drive: Yes:_____ No:_____ Hole #:_____

Close to Pin: Yes:_____ No:_____ Hole #:_____

Other:_____

PRIZES:

Outings Own:_____ Shop Merchandise: _____

Gift Certificate: _____

Details: _____

_____

Example 3

CONVENTION TOURNAMENT CHECKLIST

Billing For Outing:

GOLF CARS: Cash Master Bill Individual Audit #

Details: _____

_____

GREEN FEES: Cash Master Bill Individual Audit #

Details: _____

_____

SHOP MERCHANDISE: Cash Master Bill Individual Audit #

Details: _____

_____

CLUB RENTAL: Cash Master Bill Individual Audit #

Details: _____

_____

BAG ROOM: Cash Master Bill Individual Audit #

Details: _____

_____

ADDITIONAL REQUIREMENTS:

INFORMATION: DO YOU DESIRE:

Scorer: Yes:_____ No:_____

Bag Runner: Yes:_____ No:_____

Starter: Yes:_____ No:_____

Registration Table: Yes:_____ No:_____

Example 3

CONVENTION GOLF FUNCTION SHEET

Company Name: PGA MEDIA DAY Contact Person: Address: Phone:	Day: Date: Deposit:	Total Breakfast: Total Lunch: 120 Total Dinner: 120

Championship Course	**Challenge Course**	
Tee Times 1:00 SHOTGUN	Tee Times _____	Plan A_____
Participants 120	Participants _____	Plan B_____
Green fees per player _____	Green fees per player _____	
Number of Golf Cars _____	Number of Golf Cars _____	Plan C_____
Golf Car fee _____	Golf Car fee _____	$40.00 per person $20.00 nongolfers

12:45-1:30 use of practice range (complimentary)

AGENDA

8:00 Arrival & Registration

11:45 Lunch in Roadhouse

12:45-1:00 Comp. Practice Range

1:00 Shotgun

5:00-7:00 Food & Cocktails in Roadhouse

7:00 Awards in Gazebo

BEVERAGE SERVICE

1:00-5:00 P.M.

2 Kegs Beer and 6 Cases Soft Drinks at Concourse - Catering to setup and supply.

FOOD SERVICE

Location: CONCOURSE

Time: 1:00 P.M.-5:00 P.M.
(SEE BEVERAGE SERVICE)

Count: 120

Menu:

Beer & Soft Drinks at Concourse

SEE BEVERAGE SERVICE

SPECIAL REQUIREMENTS Outing Tickets_____ Driving Range COMP.

Registration Table(s) YES- GAZEBO
Scoreboard 2 Location GAZEBO
Prize Table 1 Location GAZEBO
P.A. MAIN LUNCH & EVENING
Grill(s) _____
Tables _____ Location_____

Proximity Markers _____
Other:
Payment Schedule INVOICE

Example 4

General Public Golf Play

General Public Green Fees:

Weekdays		$15.00
Weekends/Holidays		$18.00
Twilight (after 5:00 pm)		$ 9.00
Twilight Weekends		$10.00
Challenge Course Weekdays		$ 5.00
Challenge Course Weekends		$ 6.00
Golf Club Rental		$ 6.00
Pull Cart Rental	9 holes	$ 1.00
	18 holes	$ 2.00
Power Golf Cart Rental:		
Championship Course	9 holes	$ 9.00
	18 holes	$16.00
Challenge Course	9 holes	$ 7.00
	18 holes	$12.00

Golf and Car Reservations

General Public

Saturday, Sunday, and Holidays:

Reservations may be made commencing on the Monday prior to desired day of play—in person or by telephone. **(313) 227-4541**

Monday through Friday:

Reservations may be made one week in advance of desired day of play—in person or by telephone.

Reservations for golf and cars will be taken in advance of desired day of play—according to the above outlined procedure. We encourage the making of advance reservations to prevent conflicts in the use of the courses. (Group functions, outings and leagues will be scheduled.) Every effort will be made to accommodate your desired reservation.

ABC *Roadhouse*

Challenge Course (9 Holes)

(9 Holes)

Play for men, ladies, and children ages 12 to 21. Children ages 7 to 11 may play if accompanied by an adult.

Championship Course

(18 Holes)

Saturday, Sunday and Holidays:

- Play for men, ladies and children ages 18-21
- Play for children ages 15-17 after 12:00 noon
- Play for children ages 12-14 after 3:00 pm

Monday through Friday:

- Play for men, ladies and children ages 12-21

Instruction Programs

Junior Golf Program—PGA Win-Mark System

June 16 through August 25 (10 weeks)
(Ages 7 to 17)
Friday Mornings—8:00 am
Instruction, Tournaments, Awards
$35.00 — Previous Student
$45.00 — 1st Year Student

Individual Instruction Program

Lessons by Appointment
½ Hour Lesson - $15.00
9 Hole Playing Lesson — $35.00

Annual Driving Range Fee

This entitles the holder, and/or family, to hit an unlimited number of range balls during the 1986 season (April 1 to October 31).

MEN: Limited to Medium and Short Irons Only.

*Single Fee—$75.00 *Double Fee—$90.00
*Family Fee—$125.00
*Membership Policies Apply

Contact the main office or pro shop to sign up for this program. Range balls are available for $2.00 per basket.

Great Golf at

ABC Golf Club

A B C Golf Club Offers "Great Golf"!

For your golfing pleasure, we offer an 18 hole Championship Course and a 9 hole Challenge Course.

Golf Outings And Tournaments

Golf Tournaments and Outings can be designed to meet the specific needs of your particular group (4 to 400). Package Plans are available for groups of all sizes. Outlined are several plans which may meet the requirements of your outing.

Plan A "The Full Day"
Continental Breakfast
Buffet Luncheon
Unlimited Golf (preferred starting times)
Power Cart
New York Strip Steak Dinner
Beverage Service
Driving Range
Locker and Towel Service
Includes all taxes and gratuities.
(Recommended for groups of 40 to 200+.)

Plan B
Buffet Luncheon
Golf with Power Cart (18 holes)
New York Strip Steak Dinner
Beverage Service (2 tickets)
Includes all taxes and gratuities.

Plan C
Lunch on an individual cash basis.
Golf with Power Cart (18 holes)
New York Strip Steak Dinner
Includes all taxes and gratuities.

Prices	Weekday	Weekend
Plan A	$75.00	$75.00
Plan B	$45.00	$50.00
Plan C	$35.00	$40.00
New York Strip Steak Dinner:	$16.00	$16.00

Golf Outings (Continued)

Breakfast, Lunch and/or Dinner . . .
are served in the GOLF PLAZA or GOLF MANOR. These facilities are adjacent to the 18 hole Championship Course and locker rooms.

Seating Capacities:
Golf Plaza — up to 150
Golf Manor — up to 400

The package prices include tax and gratuity when meals are served in the Golf Plaza or Golf Manor.

Various rooms in the Roadhouse Restaurant can be reserved for outing food and beverage service.

All food and beverage service in the Roadhouse is subject to 4% sales tax and 16% service charge.

IT'S EASY!

Just call our sales office at (313) 227-1381 for information and available dates. We'll be happy to meet with you to help plan your day, then submit a detailed estimate and program for your approval.

A B C Golf Club, Inc.
5341 Brighton Road • Brighton, Michigan 48116
Main Office: (313) 227-1381
Golf Club: (313) 227-4541

Annual Memberships

Paid on or before April 1, 1986

Membership Classification	Regular	Retiree
Single	$600.00	$475.00
*Double	$700.00	$575.00
**Family	$800.00	$675.00

Paid after April 1, 1986

Membership Classification	Regular	Reitree
Single	$700.00	$550.00
*Double	$800.00	$650.00
**Family	$900.00	$750.00

*—Includes family only.
(Children to age 21)

**—Includes all family members
(Children to age 21)

Memberships Include:

Prepaid Green Fees	**Newsletters**
—Championship Course	**Bagtags**
—Challenge Course	**•Club Golf Tournaments**
Reserved Tee Times	**•Junior Golf Program**

Handicap Computation
Cross Country Ski Privileges

•May require additional entry fee.

ALL FEES AND POLICIES SUBJECT TO CHANGE.

Additional information and applications for memberships available at the Main Office or Championship Course Pro Shop.

Example 5

TOURNAMENT AGREEMENT

Preparation of a checklist for a tournament agreement could include a summary of nearly all facets of the tournament, the object being: NO SURPRISES! By preparing a checklist in advance, all responsibilities can be clearly spelled out. The tournament chairman knows exactly what to expect from the staff and the professional, and the staff is made aware of their responsibilities.

A good source of information for the checklist could come from a tournament information sheet (Example 7, page 1-18). This sheet can be updated and expanded as more details of the event evolve. The professional would also use this information sheet as a source of information for the preparation of a contract, if applicable.

Contracts may not be necessary for club level events, but they are invaluable for outside events. Ideally, the professional and tournament chairperson should have a written contract to confirm date, starting times, fees, club policies, inclement weather alternatives, etc. (See the sample contract on Example 8, page 1-19.)

In addition to an information sheet and a contract, a tournament agreement checklist such as the one on Example 6, page 1-17 includes many areas which must be clearly understood by all parties (Remember the 5 P's: **P**rior **P**lanning **P**revents **P**oor **P**erformance).

TOURNAMENT AGREEMENT CHECKLIST

DATE

TEE TIMES

ENTRY FORMS
- —Layout
- —Printing
- —Distribution
- —Receipt of Entries

METHOD OF BEGINNING PLAY
- —Shotgun
- —First Tee Start
- —Tee Times (Intervals)
- —Starter Times
- —#1 and #10 Tee Start

DETERMINE RESPONSIBILITY FOR:
- —Groupings
- —Spotters
- —Format
- —Flighting
- —Prizes
- —Scoreboard Preparation
- —Scorecard Collection
- —Starter
  - —Supplies
  - —Public Address System
- —Publish Rules/Information
- —Special Events
  - —Procurement of closest/longest markers
  - —Distribute and retrieve closest/longest
  - —Arrange staffing for each contest
- —Video
- —Marking Course
- —Media
- —Practice Facility
- —Tee Prizes
- —Food/Beverage Requirements
- —Payment of all Tournament Expenses

Example 6

TOURNAMENT INFORMATION FORM

NAME OF EVENT (ORGANIZATION) CONTRACT _____(Mailed)

DATE _____ _____(Rec'd)

DATE BOOKED _____ RED BOOK _____

STARTER SHEET _____

CHAIRMAN _____ TELEPHONE _____

ADDRESS_____ _____ _____ _____
City State Zip

NUMBER OF PLAYERS_____ GOLF CAR REQUIREMENTS _____

GREEN FEE/GOLF CAR FEE_____ FIRST TEE TIME_____ LAST TEE TIME_____

PRO TO SCORE ($1/Player _____ _____ _____
Scorecards Scoresheets

SCORING_____ _____ _____ _____
Blind Bogey Scratch Callaway Other

FLIGHTING DETAILS _____

CLOSEST TO HOLE _____ _____ _____ _____LONG DRIVE_____
#6 #9 #12 #17

PRIZES: MERCHANDISE CERTIFICATES _____

_____ _____

_____ _____

REFRESHMENTS: GOLF CARS _____

SNACK (Open Ticket) _____

CATERING _____

DATE CONTACTED _____

PRICE: _____

MENU: _____

OTHER DETAILS:

SPECIAL EVENTS CONTRACT

Following is an example of a special events contract. Modify it to meet the needs of your particular facility.

1. Each tee time represents four (4) green fees.

2. Cancellations:

   Up to two weeks before your event you may cancel any or all of your reserved times without penalty.

   Between two weeks and six days before your event, groups of 50-100 will be required to pay $1.00 per person if it becomes necessary for your organization/ group to cancel the event. Groups smaller than 50 players may cancel without penalty.

   Five days before your event you will be asked to **confirm** the number of tee times you wish to reserve. That number will represent the number of tee times for which you will be charged. (Each tee time represents four (4) green fees.)

3. Golf Car Policy:
   - —All special events scheduled to tee off before noon on weekend/holidays will use golf cars.
   - —All shotgun starts will use golf cars.

4. Dress Code:
   - —Players must be properly attired.
   - —Tank tops and cut-offs are unacceptable.
   - —Shirts with collars must be worn.

5. Food And Beverage:
   - —No person or group may bring food or beverage to ABC Golf Club.
   - —ABC Golf Club will provide adequate refreshments at fair and reasonable prices. An expanded menu can be arranged through ABC Golf Club caterers.

6. Payment of Fees:
   - —Payment of all fees and associated charges must be made on the day of the tournament. ABC Golf Club does not carry accounts, therefore, arrangements should be made within your organization to settle all accounts in full on the day of the event.

Example 8

SPECIAL EVENT INFORMATION RESERVATION SHEET

PLEASE BE SURE YOU UNDERSTAND THESE POLICIES BEFORE YOU SIGN. YOUR SIGNATURE INDICATES YOUR AGREEMENT AND UNDERSTANDING.

GREEN FEE _____ GOLF CAR FEE _____

RESERVATION REQUESTED FOR:_____ NO. OF TEE TIMES: _____
(Date)

GOLF CAR REQUIREMENTS:____ STARTING POINT FIRST TEE:____ SHOTGUN: _____

TEE TIMES BEGIN AT:_____

RESERVATION REQUESTED BY: _____
(Name)

ORGANIZATION NAME	ADDRESS	CITY	STATE	ZIP

_____
Representative's Signature

_____
Telephone Number

Keep one copy for your records and return the other to:

ABC Golf Club
11300 Badman Road
Olive Branch, KS. 91862

(111) 895-2600
(132) 525-1300

Example 9

TOURNAMENT INFORMATION (FOR OUTSIDE GROUPS) SHEET

Golf Car Reservations. These may be taken on an "Individual Name" basis for tournaments. Your tournament chairperson must give us a list of these names. Golf cars may be rented 15 minutes prior to tee time. Golf car fees are $15.00 per person.

Starting Sheets. Copies of blank starting sheets are enclosed for your convenience. A completed reservation form will be required by our golf shop staff in advance of play. Your assistance in filling in groups by name will greatly facilitate service and play.

Four Player Groups. These are played on all three courses at ABC Golf Course and your reservations are to be made on that basis.

Green Fees. Green Fees apply as follows:

Kings Lynn Course	Par 72	Weekends: $17.00	Weekdays: $14.00
Hunstanton Course	Par 71	Weekends: $17.00	Weekdays: $14.00
Cromer Course	Par 54	Weekends: $ 6.00	Weekdays: $ 6.00

A $1.00 Surcharge will be added per confirmed player for all shotgun events.

Green fees and golf cars may be paid in a lump sum by prior arrangements. We request that all shotgun starts be paid in a lump sum, both green fees and golf cars.

We require a 90% guarantee on all confirmed players (i.e., if you confirm 50 players, you will be responsible for 90% of that number which would be 45). Return confirmation immediately, or your tournament will be subject to cancellation.

Services Available. The following services are available to you and your committee upon advance request:

1. Printed local rules of play.
2. Closest to hole, longest drive, flags, etc.
3. Assistance in establishing handicaps for contestants without handicaps.
4. Merchandise, trophies, or merchandise gift certificates.
5. Tournament scoreboard and scoresheets.*
6. Tee prizes or special awards.
7. Golf instructional clinics.
8. Beverage service.**

In addition to the above golf facilities, excellent banquet, cocktail, coffee shop, conference room and lodge facilities will be available. Group use of any of the above facilities should be by reservation.

*Professional scoreboard and scorer are available. Inquire concerning fees and arrangements.

**Due to Alcoholic Beverage Control laws all beverages must be purchased through the ABC Golf Courses' catering department.

PLEASE make your players aware of the need for speedy play. Tournament patrolmen have the authority to move a slow group so that golfers in succeeding groups are not delayed an unreasonable period. Thank you for your cooperation.

Your interest in our facilities is greatly appreciated. Thank you for giving us the opportunity to serve you. We hope you enjoy the event.

Example 10

A B C COUNTRY CLUB
GOLF TOURNAMENT CHECKLIST

NAME OF EVENT: _____

( ) CLUB EVENT: MEN ( ) WOMEN ( ) MIXED ( ) JRS. ( )

( ) OUTSIDE PARTY: _____

CHAIRPERSON: _____ PHONE WORK # _____ HOME # _____

DATES OF PLAY: _____

OF PLAYERS: _____

OF GOLF CARS: _____

OF CADDIES: _____

FORMAT: _____

RULES OF PLAY: _____

_____

TEAM PLACES: _____

INDIVIDUAL PLACES: _____

SKILL PRIZES:

CLOSEST TO HOLE # _____ _____

CLOSEST TO HOLE # _____ _____

CLOSEST TO HOLE # _____ _____

CLOSEST TO HOLE # _____ _____

STRAIGHT DRIVE # _____ _____

LONG DRIVE # _____ _____

LONG PUTT # _____ _____

OTHER . . . _____ _____

RAFFLE: _____ _____

SPECIAL NOTES: _____

_____

_____

_____

PRIZES: **TEAM** 1ST

2ND

3RD

4TH

INDIVIDUAL 1ST

2ND

3RD

4TH

SKILL PRIZES: CTP # _____ _____

CTP # _____ _____

CTP # _____ _____

CTP # _____ _____

STRAIGHT DRIVE # _____ _____

LONG DRIVE # _____ _____

LONG PUTT # _____ _____

OTHER _____ _____

RAFFLE: _____

OTHER:

Example 11

TOURNAMENT REQUEST FORM

Organization Name _____ Golf Dates _____

Chairperson _____ Res. Phone _____

Mailing Address _____ Bus. Phone _____

_____

			No. of Players
Course Preference	_____	Start Times _____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

Lodging _____ Electric Golf Cars _____ Banquet _____

NOTES:

Green Fees

_____ _____

Aggregate **Individual**

Golf Cars

_____ _____

Aggregate **Individual**

Date Request Taken _____ By _____

Date Approved _____

Date Entered in Book _____

Example 12

DATES AND RAIN DATES

Establish your tournament dates well in advance. Your tournament calendar should be projected in such a way as to minimize conflict with other activities in the area which might draw interest and participation from your events. Be informed on activities in your area and anticipate their impact on your planned functions.

Selecting Tournament Dates

1. Avoid date(s) that conflict with:
   a. Events at local clubs.
   b. Important sporting or cultural events in the area.
   c. "Big Name" entertainers in area.
   d. Holidays that might diminish interest or participation in your event.

2. In selecting date(s) consider:
   a. Allowing ample advance notice to entrants for registration.
   b. Rain date(s).

Membership events are usually held in approximately the same period each year. Dates for major club events, such as invitationals, are about the same from year to year. Since these tournaments will have "grandfather rights" to certain dates, they can be established well in advance on your tournament calendar. Additional events must be planned around these. Each year a group tournament organizer has the difficult and important task of "selling" dates for his tournament at public, daily fee or resort courses.

Some facilities may reserve dates years in advance. Resort courses frequently follow advance reservation procedures for lodging and golf. Resorts often require reservation of rooms commensurate with the number of golfers involved and do restrict tournament events to a specific time of the year.

When booking a golf tournament at a public facility, become aware of:

1. "Grandfather rights" to certain dates.
2. Policy on date availability (when are dates available?).
3. Deposit and guarantee requirements.
4. The person to contact at the facility to obtain booking for your tournament.

Selecting Rain Dates:

Rain dates should be established well in advance of hosting an event and this advice should accompany entry information. This advice is needed by all parties involved, to include the facility staff and the participants. In planning rain dates consider the following:

Is use of the facility available at a later date?
Does the facility's staffing schedule allow for the date?
Can the participants be expected to stay an additional day?
Do other area events conflict with the rain date?
Can volunteer staff be expected to return to give its support on the later date?
Will caddies be available?
What is the availability/flexibility of your golf car rental fleet?

PLAYER ELIGIBILITY

To define player eligibility we must first pose two questions: What type of event is planned? Whom do we wish to attract or restrict as a participant? Once these questions are answered, the tournament planner can proceed with defining player eligibility.

Once eligibility requirements are defined, they must be published with the tournament announcement. The following checklist are items to consider in defining player eligibility.

Eligibility Checklist:

1. **Age:**
   a. Minimum age
   b. Maximum age
   c. Senior event
   d. Junior event
   e. Mid event
   f. Age divisions

2. **Ability:**
   a. Minimum handicap
   b. Maximum handicap
   c. Established handicaps
   d. No handicap requirement
   e. Qualifying round(s)
   f. Handicap spread
   g. Handicapping the unhandicapped

3. **Association:**
   a. Membership status
   b. Employee
   c. Spouse of member or employee
   d. Corporate or Association guest.
   e. Corporate or Association sponsor.
   f. Student
   g. Recommended requirement

4. **Place of Residence:**
    a. Local
    b. State
    c. District
    d. Country
    e. Continent
    f. Foreign
    g. Worldwide
    h. Specific geographical restrictions
    i. Time of residence requirement

5. **Sex:**
    a. Male
    b. Female
    c. Mixed

6. **Player Status:**
    a. Amateur
    b. Professional
    c. Open
    d. Student
        1. High School
        2. College

7. **Special Requirements:**
    a. Physical handicap: Amputee
    b. Left hand
    c. Equipment: Hickory shaft, etc.

8. **Limit of Participation:**
    a. Minimum participation
    b. Maximum participation

This checklist can also be useful to corporate planners in organizing golf events.

ENTRIES

Besides the basic information necessary to enter an event, a secondary purpose of a good entry form may be to stimulate interest and/or answer general questions about the event. This is especially true if the invitation and entry form are combined, as in a single page flyer.

The following checklist will assist in the preparation of an entry form. Certain items listed are customarily shown on an invitation, but additional items are included for your convenience should a combined invitation/entry form be used.

ENTRY FORM CHECKLIST

- NAME
- ADDRESS (for future reference)
- TELEPHONE (home and work) (to advise of tee times or last minute changes)
- HANDICAP (if not used for scoring, perhaps for pairings)
- PREFERRED TEE TIME
- PLAYOFF PROCEDURE
- OPTIONAL ITEMS
  - Eligibility (who may play?)
  - Field Limitations (are there a limited number of entries?)
  - Format (explain scoring)
  - Club and Telephone Number
  - Association Member Number (to check handicaps)
  - Flighting (how determined, how many?)
  - Entry Fee (what is included/excluded?)
  - List Prizes (to stimulate interest and avoid confusion later)
  - Acknowledge Sponsors/Donations
  - Rain Policy (if any)
  - Tees (from what tees and tee markers will play begin?)
  - Winter/Summer Rules
  - Entertainment (pre-play/post-play activities)
  - Practice procedure(s)
  - Deciding ties

GENERAL COSTS

Cost is a critical consideration when planning a golf tournament. A tournament budget must be cost efficient to obtain management's approval and to secure authorization to conduct the event. The following are cost factors to consider in making a decision to hold a golf tournament:

1. Tournament Functions
   a. Food costs for breakfast, lunch, dinner, snacks or hors d'oeuvres. Include applicable taxes.

   b. Beverage Costs
      1) On the course
      2) At party functions
      3) Cocktails before or after the round

   c. Entertainment

2. Prizes
   a. Entry Gifts
   b. Tournament awards
   c. Par 3 Contests
   d. Driving Contests
   e. Putting Contests
   f. Bag Tags
   g. Include applicable taxes
   h. Include freight charges
   i. Setup, die charge, screen costs

3. Printing
   a. Invitations
   b. Schedule of Events
   c. Pairings
   d. Rules & Format sheets
   e. Tournament announcements
   f. Advertising
   g. Results
   h. Tournament brochures

4. Scoreboard
    a. Paper materials
    b. Pens/markers
    c. Labor
    d. Adequate Scoreboard
    e. Tape, staples, scissors
    f. Table and chairs
    g. Trash receptacles and ashtrays
5. Course Preparation
    a. Paint for marking course
    b. Stakes for marking course
    c. Special flags, tee markers, flagsticks
    d. Tools (sledgehammer, etc.)
    e. Labor
6. Golf Car Preparation
    a. Name tags on cars
    b. Extra car rentals
    c. Towels
    d. Scorecards and pencils
    e. Labor
7. Extra Labor
    a. Caddie Master
    b. Driving Range help, attendant
    c. Bag Room/Parking Lot
    d. Golf Car Maintenance
    e. Standard Bearers
8. Miscellaneous
    a. Advertising signs for sponsors
    b. Telephone
    c. Postage
    d. Staff bonus, gratuities
    e. Radios (two-way)
    f. Insurance

Once these cost factors are applied to your tournament projections and budget, an entry fee can be set, a bottom line determined and a decision made whether to have an event.

Tournament costs kept within budget make for an entertaining, successful golfing event. If profit-making is an objective and is achieved, management would probably favor a repeat of the event on the next year's tournament calendar.

BUDGET

Preparation of a budget is critical to the proper management of and approval of a tournament. A rough draft of the budget listing all expenses is usually prepared prior to establishing an entry fee. In other cases, it may be more practical to reverse the planning procedure by **first** determining the entry fee (the amount your market will bear) and **then** forming your budget within the limits of your estimated income. In either case, a budget is essential to good tournament planning. You may begin by listing all potential sources of income:

ESTIMATED INCOME:

_____ Entries @ _____ = _____

_____ Sponsors @ _____ = _____

Donations _____

Raffle _____

Other Income _____

TOTAL INCOME _____

As an alternative you can list all estimated expenses first, and then determine entry fee. A sample list of expenses may include:

*EXPENSES:
Green Fees
Golf Cars
Scoring
Scoreboard
Tee Prizes
Flight Prizes
Specialty Prizes (i.e., closest, longest)
Food/Beverage Expenses

Trophies
Printing Invitations, Rule Sheets, Etc.
Postage

*Expense listings (cost) are detailed under "General Costs" on page 1-29 and 1-30.

Other sections of this manual will discuss means for generating additional income and for managing expenses. The thing stressed here is that prudent fiscal management demands a written summary of estimated income and expenses. An example of a budget projection (Example 13) is on page 1-33.

ABC COUNTY

CHARITY GOLF TOURNAMENT

FOR

BENEFIT OF ABC COUNTY

BUDGET PROJECTION

REVENUE:	
250 Participants @ $75.00	$18,750.00
50 Participants @ $25.00	1,250.00
Program	3,000.00
Hole Sponsors (18 x $50.00)	900.00
	$23,900.00
EXPENSES:	
250 Participants @ $20.00 (Golf & Power Golf Car)	$ 5,000.00
250 Participants @ $6.00 (Refreshments/Lunch)	1,500.00
250 Participants @ $17.00 (Dinner/4 Cocktails)	4,250.00
Bag Tags	300.00
Posters, Advertising, Mailing, Printing	1,500.00
	$12,550.00
PROJECTED CONTRIBUTION TO THE ABC COUNTY	$11,350.00

GIFTS AND AWARDS

The idea of recognition for a job well-done is seen in the Greeks' placing of a crown of laurel on the head of a victorious Olympics competitor. Even before the Olympics, groups, communities and nations recognized athletic prowess by presenting competitors with various trophies or awards. So it is in modern sports competition, golf included.

Early in the history of golf, in recognition of the achievement of a tournament winner, the traditional presentation to the champion was the trophy, usually a cup or golf statue of silver or gold. On this, the victor's name and the date of victory were inscribed for all to see. Today, even in professional tournaments, a trophy of precious metal or crystal accompanies the money prize. Nowadays, after-tournament ceremonies/activities in recognition of a job well-done by players, support personnel and other participants or guests include not only trophies or other awards (e.g., silver or crystal trays, merchandise, golf certificates, etc.), but also gift mementos to commemorate the event.

The professional should expect to allocate approximately 10% of his tournament budget to awards and gifts. Order these items sufficiently in advance to ensure their delivery in time for scheduled presentation. This planning will demand considerable effort and forethought. Nevertheless, these efforts will benefit your facility because tournament participants and patrons do recognize and appreciate a well-planned customized package of tournament gifts and awards, especially a package which relates well to the specific tournament. An inferior package of these items may injure the feelings of recipients and the reputation of the giver.

Since wearables are popular with many golfers, they are highly acceptable as tournament mementos especially when personalized for the event. Nevertheless, the more durable gifts of wood, brass, leather, crystal and other such durable materials are increasing in popularity as tournament gifts and awards. These durables satisfy the search for "something new and different". Depending on the choice of product, they give the golf professional and/or committee

the opportunity to create a sequential or "carry-over" approach to its tournament. Example: In year #1, if a set of crystal barware was the contestant's gift, year #2 can offer a matching decanter. Since a large percentage of tournament contestants are repeat participants, this continuity is appreciated by awardees.

As previously mentioned, prior planning for gifts and awards selection and purchase is absolutely essential. Unlike other tournament-related responsibilities which can be carried out just prior to the event, the task of identifying and ordering award and/or gift items should be completed well in advance of their scheduled time for presentation. If possible, determine your award and gift requirements for the forthcoming year all at one time. This has these advantages:

1. Projecting of total needs for an extended period and minimizing the planning for an event.

2. Preventing duplication of any two or more special events' gifts and/or awards.

3. Tailoring purchases to remain within available budget.

4. Early identification (or recommendation to committee) of suppliers who have good products that are properly priced, and who can be depended on to make timely delivery.

5. Placing orders with plenty of lead time, minimizing the chance that deadlines will be missed.

6. Developing specific artwork (with supplier help) for each event well in advance of order placement, giving adequate opportunity to receive, review, approve, and/or modify artwork, order samples as necessary, make further changes and decide on quantities, sizes and colors.

7. Developing purchasing power (receiving discounts) with a supplier who is providing a large part or all of several tournaments' gifts and awards, not just those for one event.

8. Establishing good relationships with a supplier who will look forward to your continued business and function as a creative consultant in your awards and/or gift planning.

9. Using previous years' purchase plans for planning a forthcoming year's purchases, i.e., facilitate planning from year-to-year.

An element of the golf professional's planning for a facility's tournament gifts and awards sometimes includes the requirement for coordinating with some authority at the club (usually a committee) for approval of the suggested package. Convincing a committee that you are their best agent for securing tournament gifts, prizes and favors is important. At times, committee members are prone to act on their own, shopping for tournament items at local golf discount shops or other retail stores.

If the golf professional presents an imaginative and appealing package of tournament gifts and awards and offers the committee various selections or options, it is likely that the committee will depend on him as their best source of awards and/or gifts.

A professional-to-commitee consideration is in the area of markup. The savvy golf professional could limit markup of tournament gifts and awards to 10-30 percent compared to higher markups on shop merchandise. This is because an approved-in-advance awards/gifts program can represent a large volume of pre-sold products, and avoids tying up the professional's dollars for an undetermined period. Limiting "markup" offers the tournament committee attractive, competitive prices.

Many professionals have said that the hardest part of staging a tournament is to be creative, year-after-year, in the selection of gifts and awards. Choosing items, families of products, trophies and usable accessories to truly reflect the tone of the event seems to be a harder task every year. Tournament participants will accept the sameness or similarity of practically all other activities of the event as "tradition" (i.e., schedule of events, tee time format, cocktail parties, pairings, course preparation, etc.). Yet those same participants look for the new and different in their gifts and awards. These are the tangibles which they take away from the events in which they play, so they want these

items for their homes and offices to be special, pleasant, top-quality reminders of the tournaments in which they played.

Three components of the planning previously mentioned are so important that they bear detailed discussion and emphasis: **artwork; lead time; supplier as consultant.**

Artwork: Specially developed for a particular tournament, logo artwork enhances the event and should be developed to its fullest. The cost is minimal when measured against its favorable impact. Art can range from club logo with added copy focusing on the event to an entirely separate and specific logo/image for a given tournament with accompanying copy identifying the club.

Develop your own set of artwork or work with suppliers with an in-house capability to assist you. Either way, if the results are good the membership and/or guests will appreciate your efforts to personalize. A word of caution; custom camera-ready art takes time, so start early to determine your needs.

The subject of artwork conjures up a variety of unknowns but a few explanations/definitions will help remove the mystery:

> **Camera-ready Art:** Original black and white artwork of your logo reproduced from original film onto glossy white paper stock commonly referred to as a "stat" or "velox"; references to or examples of colors required should accompany the art.
>
> **To produce this art:** Submit your rough pencil sketches, as complete and neat as possible, to your art source (local artist or supplier with art staff capability) with instructions as to size, colors, planned usage. Let common sense prevail regarding finite details, readability, complicated color use and the like. Require approval privilege at each stage of art development.

P.M.S. Colors: This abbreviation stands for Pantone Matching System, a universal system for color matching and identification. If your logo has P.M.S. colors (a 3-digit number identifies each color of a large chart) you should communicate them to the supplier working with your logo when color matching is involved. This is for your protection! It leaves the supplier without guesswork, and gives you precise control **and** a better finished product. (If you don't already have P.M.S. numbers, you can easily develop them by assigning the best match of P.M.S. colors to the colors now used in your logo. This will standardize the color use for you in all future logo artwork.)

Methods for Art Use: In logo and other art development, ask yourself some questions about how many ways it is to be reproduced. Will it be printed and, if so, will multiple colors be used? Will it be embroidered? Will metal dies be developed from it? Will it be laser engraved? Die-struck? Die-cast? Screen printed? Sandblasted? Other methods of use? All of these possibilities will be of interest to the artist(s) assisting you. Give the artist all the information you have up front.

Dies, Tapes, Screens, Setups: A golf professional who has produced personalized items has encountered these fundamentals of logo production. They represent a considerable expense and lead time for each product or family of products being ordered. Most suppliers will retain for you your dies, screens, tapes and other such logo development formats so that when you use them again on another similar product in subsequent orders, you do not incur a new start-up cost (except for such copy charges as date change, etc.). Amortizing such development costs over more than one year is good business.

Lead Time: To suppliers of personalized products whether hard or soft goods, gifts, accessories or awards, lead time is critical. Most will tell you, "we can't do much for you in two weeks: we can do **a lot** in six weeks; we can do **anything** in twelve weeks!" Be considerate of your suppliers. Let them work the "twelve-week magic" for you! The restraint of time puts limits on the great job they could otherwise do for you.

Supplier as Consultant: Manufacturer, distributor, vendor, etc., is considered a "supplier". A supplier's business is built on quality products at fair prices delivered on a timely basis—or it should be. If any of these elements are lacking they won't be your suppliers for long. Both of you know that. Your good supplier of gifts and awards is usually full of good ideas. Based on experience and expertise suppliers are in a position to help you plan. Suppliers can suggest themes for tournaments, with supporting gifts and awards. They know what neighbor clubs are doing and can help avoid duplication. Suppliers are up-to-date on new products. They can assist with package pricing, annual budgeting, even multi-year purchasing power. They are an excellent source for artwork. In conclusion, a supplier has much to offer you, both in products and service. Using them to the fullest facilitates the tournament gifts/awards task.

This full service may seem more complex and costly than just a low bid price quote from a particular source. Take caution that without a full range of services and products, a supplier may not be of long-lasting value to you and eventually be the source of problems for you, your committee, and your club. Cultivate a relationship with dependable, qualified suppliers.

Awards Planning Suggestions: Various options exist. The following suggestions may be useful in your planning.

1. Since all golfers appreciate recognition for their achievements whatever they are, create as many awards as you can afford.

2. Spend as much as the budget will allow to assure the highest quality in your trophies and awards. (Golfers, an upscale group, are generally above the norm in income and spending. They recognize junk and they recognize quality. Don't leave them with a bad impression of your event or your judgment because of awards/gifts lacking appeal.)

3. Beyond the typical coverage of awards for the several flight winners and runnersup, be creative! Offer individual awards for closest to hole contests on par 3's, long drive contests, most accurate drives, most greens hit in regulation, fewest putts per

round, and/or other awards appropriate to your club or event. A humorous award for fewest greens in regulation, highest gross score, or the like, if done in good taste and not to cause embarrassment, can add interest and fun to the event. These are in the "gag gift" or door prize category. All of these "creative recognitions" promote your tournament as one that is well thought out, well planned and well executed. A positive result of good planning is that a particular tournament is looked forward to with anticipation as a yearly event and thus encouraging repeat participation.

4. If your tournament carries a particular theme, (Western, Hawaiian, etc.) work with your supplier to relate the theme to the awards.

5. Gift certificates as awards, while expedient and acceptable, are the least creative option and carry less permanent value than other awards. Use certificates in conjunction with other awards (crystal, wood, leather, brass, silver and other durable items) instead of by themselves.

6. Permanent trophies in the clubhouse displaying names of winners are time-tested, valuable additions to your tournaments. The two most common means of winner recognition are silver (or silver-plate) trophies or multi-plate wooden wall plaques, carrying the engraved names/dates of winners. The latter is practical because an engraved plate with the winner's name is added to the plaque each year. The plaque has great flexibility in size, shape and design. Besides giving permanent recognition to winners, these permanent or perpetual prizes enhance clubhouse decor and build tradition, interest and participation in your tournaments.

7. How many permanent trophies? While no two clubs are identical, such trophies can be limited to the men's and women's club champion; member-guest champions; club junior champion; club senior champion; (men and/or women). Beyond these, each club may have other invitationals, pro-ams and memorial tournaments also worthy of permanent trophies.

8. Pique the interest of potential event players in the trophies and awards to be presented. Make a special effort to display all trophies and awards at or near your tournament registration area. Visitors and contestants will look them over with interest.

9. Make presentation of all of an event's awards a particularly memorable part of the festivities. Be sure everyone is present. Call all winners to the podium or front of the room. Have a photographer on hand. For a month after the event display photos (with notes) of award recipients, then mail the photos to the respective winners. This sort of publicity will pay big dividends for you.

In conclusion, every selection you make in gifts/awards should contribute towards making your tournament memorable. Proper attention given to gifts and awards will make these memories positive ones. All golfers enjoy tournaments, but because of limitations on time and expense, most will play in just so many tournaments a year. Since tournaments are "optional golf" for many members and guests, it is logical that the events with the best planning, the best execution, the best gifts and awards, will be the ones with the best reputation. Those with the good reputation will have the fullest fields and waiting lists in the future. Be sure yours are among these, by letting gifts and awards become an appreciated part of the tournaments you plan and manage.

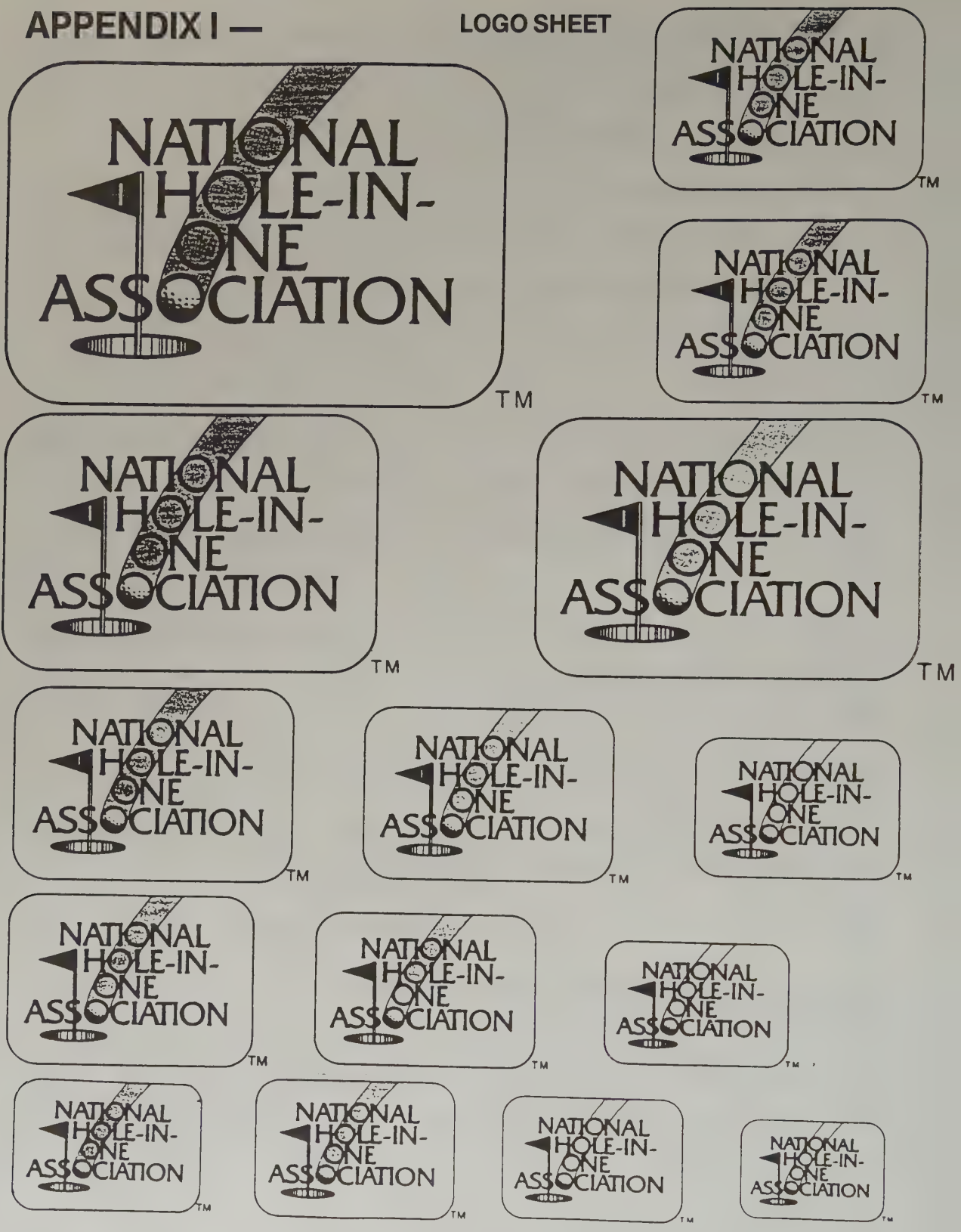
APPENDIX I Logo Sheet

Depicts a club logo in several sizes. This graphic development standardizes uses of a club's logo and greatly facilitates logo use by all suppliers.

APPENDIX II Artwork Examples

Depicts artwork examples for tournament logos.

APPENDIX I — LOGO SHEET



Example 14

APPENDIX II

ARTWORK EXAMPLES AND COMMENTS ON THEIR PRODUCTION

ROUGH SKETCHES

FINISHED LOGOS

1. This example involves modification of existing logo and the addition of copy on a creatively curved line. (Art and camera time: 1 1/2 - 2 hrs.)

2. Here is the simplest of all art requirements, taking existing logo and adding copy underneath to signify event. (Art and camera time: 1/2 hr. or less)

MEMBER - GUEST
1987

3. Rough example of hand-drawn submittal. Artist was still able to execute, taking some liberties of his own as to size and positioning of images. (Art and camera time: 3 hrs.)

Example 15

APPENDIX II
(CONTINUED)

4. This is the toughest of all art requirements: taking a logo which was created in an isolated form (crest or embroidery tape) and completely recreating it as a camera-ready logo.
(Art and camera time: 7 - 8 hrs.)

5. Example of laying out copy and logo for specific item, such as this money clip. A useful approach, since all dimensions of the product are known.
(Art and camera time: 1 hr.)

6. Example of a well executed hand-drawn logo. No guesswork. Artist could see exactly what customer wanted, as reflected by finished artwork.
(Art and camera time: 2 hrs.)

Artwork for your tournament logos doesn't just materialize. It has to be created, and there is always a cost for this service. Be sure to take the time, with your supplier's help, to plan the best art possible. After you know the look you want and you have a rough drawing of it, submit as much of your sketch as possible in camera-ready art form, such as example 2. Your printer may have original art on hand, or perhaps a local artist whom your club has used retains your art.

Develop a file of art, and always keep a record of who has borrowed from it. Your need for good camera-ready art will never stop.

Example 15

INSURANCE

Golf Professionals running golf tournaments at their facilities should have adequate insurance coverage. The following insurance should be considered:

1. **Liability:**
   a. Coverage and limits:

      1. Comprehensive General Liability

      2. Broad Form Comprehensive General Liability Endorsement. This form includes the following additional coverages:

         Personal Injury and Advertising Injury Liability
         Premises Medical Payments
         Fire Legal Liability
         Contractual Liability
         Broad Form Property Damage Liability
         Incidental Medical Malpractice Liability
         Non-Owned Watercraft Liability (under 26' in length)
         Limited Worldwide Liability Coverage
         Additional Persons Insured - Spouse-Partnership, Employees other than Executive Officers
         Extended Bodily Injury Coverage
         Automatic Coverage - newly acquired organizations (90 days)

      3. Minimum suggested limit of liability ($500,000 to $1,000,000)

   b. Golf Professionals should be the "named insured".

   c. Sources

      1. Check with the PGA Headquarters staff on the company providing Professional Golf Shop Property - Liability - Crime Insurance Plan.

      2. The Golf Professional should be listed as a "named insured" on the Golf Club's Liability Insurance Policy.

3. A separate Liability Insurance Policy in the Golf Professional's Name; contact a local insurance agent.

2. **Workers Compensation:**
   a. Any employees, full, part-time, or casual, must be covered as per state statute.

   b. Sources:
      1. Check with the PGA Headquarters staff on the company providing Professional Golf Shop Workers Compensation Policy

      2. The Golf Professional may request the Golf Club to employ the tournament helpers

3. **Property Insurance Floater for prizes depending upon value:**

   a. Sources:

      1. Check with the PGA Headquarters staff on the company providing the Professional Golf Shop Insurance Program.

      2. An individual policy obtained through a local insurance agent.

4. **Property of Others:**

   a. Sources:

      1. Check with the PGA Headquarters staff on the company providing Golf Shop Insurance Program.

      2. An individual policy obtained through a local insurance agent.

5. **Money and Securities:**

   a. If the professional is responsible for tournament fees, he should obtain this coverage.

b. Sources:

1. Check with the PGA Headquarters staff on the company providing Professional Golf Shop Insurance Program.

2. An individual policy obtained through a local insurance agent.

6. **Hole-In-One Prize Insurance:**

See your local insurance agent.

Adequate insurance coverage is very important for Golf Professionals! If you have questions about coverages, contact your insurance agent.

SPONSORSHIPS

There are many things that go into obtaining a sponsor for a club or local event. The first thing you should consider is: Do you want a sponsor for the entire event or do you want a large number of small contributors? This will make the plan of attack much easier.

If seeking a major sponsor to fund the entire tournament, do your homework about his company. Obtain facts about the company to show you are informed, interested and a good business person. If your event involves a charity, the appeal of tax advantage to the sponsor can be used as a selling point. Often a company's advertising budget may allow support of the tournament for civic reasons and the sponsor gains in his relationships with the community.

An alternative way to obtain sponsors for your club event is to ask some of your members who are in business to buy one of the tees for, say $100. Or you could approach some of the local businesses that you patronize. If you have been spending many more dollars than that $100.00 and they want to keep your business, they may feel that a hundred dollars is well worth contributing as a sponsor.

Determine if you have a car dealer at your facility as a possible sponsor for a Hole-In-One Contest. Some dealers welcome this type of sponsorship with its accompanying publicity and goodwill for their business.

Whether you seek one sponsor to completely support the event, or prefer multiple sponsors for smaller amounts, the same principles apply in soliciting support:

1. Determine a way to help that sponsor gain the most advantage from his support.
2. Involve sponsor(s) in the pro-am that precedes the event (if there is one).
3. Give sponsor(s) free tickets to the event (if applicable).
4. Make sure that sponsor name(s) (or name[s] of company) is prominently displayed during the event.
   a. On the scoreboard
   b. On the tees

c. In and around the golf shop
d. On specially made scorecards and golf car identification signs
e. On the starting sheet

5. If only one sponsor or the number of sponsors is small, allow him/them to be part of the awards ceremony.

6. Invite the potential sponsor(s) to lunch at the club and then follow up with a letter confirming your arrangements.

7. Consider a package deal whereby the sponsor receives some free rounds of golf at your club (if not a member), some logoed shirts from the event, or even some free lessons.

These are but a few suggestions. Based on your particular situation you can probably develop excellent and different ways to obtain sponsors. The main thrust in approaching a sponsor is to convince him/her/them that you can help them get a good return or advantage for the support they give.

SIZE OF FIELD

In determining the size of the field for any tournament the following must be considered:

1. How many holes will the facility allow the event to use during tournament play? (9 holes, 18 holes, 27 holes, 36 holes or more).

2. How much daylight will be available?

3. How many golf cars and/or caddies will be needed to provide the players with adequate tournament transportation?

4. How many people can the clubhouse comfortably handle for party functions, if necessary?

5. Will there be a need for qualifying rounds?

6. Will format be match or stroke play? Groups of two, three or four players?

7. How will tee times be handled?
   a. Everyone start at #1 tee?
   b. Use #1 tee and #10 tee (two tee start)?
   c. What are tee times intervals?
   d. Shotgun start(s)?
   e. Morning or afternoon start?

8. Size of staff? (direct support to players and clubhouse workers)

Having determined the answers to the foregoing questions, you will probably want to include as many players as possible, but oversubscribing an event can produce a disaster. Search for the happy medium that best serves the players and the facility.

TYPES OF EVENTS (GENERAL)

When developing a tournament or event, the first order of planning is to determine what type of event is appropriate. Consider who will be playing: professionals, amateurs, pro-ams, a business group, an outing, a civic club, league members, etc. Will the participants be men, women or both? Might juniors be involved? Will the players come from a considerable distance, or will they be locals?

Obviously the type of event should suit the people playing, but also suit the facility. A mixed 9-hole scramble at Pine Valley on a Saturday morning, or the U.S. Open at the Par Easy 6-hole executive course in Manhattan would be inappropriate. These examples may seem absurd, yet the obvious can be overlooked.

Planning for the type of tournament should consider:

1. Who will play, and size of field.
2. Whether it is a men's, ladies' or a mixed event.
3. Whether the players are professionals or amateurs.
4. The age of players, i.e., Junior, Senior, etc.
5. The distance players must travel. (International, National, State or Local).
6. The type of facility to host the event. (public, private, 9-hole, 18-hole, members only).
7. The facility rules. (times of play, days of play, men's or ladies' restrictions, age of players).
8. Those social events to be held in conjunction with the golf tournament.
9. The weather, (daylight hours, temperature, precipitation).
10. The condition of the facility.
11. Availability of housing near the facility, if needed.
12. Parking availability.
13. Transportation availability.
14. Staff availability.
15. Time a) of year, b) of day, c) to notify players.
16. Caddie or golf car availability.
17. Clubhouse availability.
18. Food availability.

Some types of events are: (Also, see Types of Events, Chapter 2)

1. Stroke play events.
2. Match play events.
3. One-day events.
4. Multi-day events.
5. Nonconsecutive multi-day events.
6. Tournament held in connection with other events.
7. Club events.
8. League events.
9. National, state or local events.
10. Social events.
11. Fun events.
12. Special events.
13. Events run by groups or associations.
14. Amateur, Professional or Pro-Amateur events.
15. Ladies, Junior, Senior events.

There are many things to consider when putting together, conducting or helping to coordinate an event. In most cases a person or persons will call or come to the professional with an idea for an event. You are then obligated to use your expertise and professionalism by discussing with that person the ramifications of the tournament. The possibilities and considerations are numerous and, with proper guidance by you, an appropriate, well-run event that suits everyone's needs can be developed.

Convenience is also a prime consideration to the contestants, facility, administrators and the staff. The staff is there for the convenience of the players. In fact, their very existence depends on them.

It is difficult to design and conduct a tournament that is just right for everyone involved, but with logic, fairness and consideration the Golf Professional can come close.

PLANNING THE EVENT

PLANNING THE EVENT

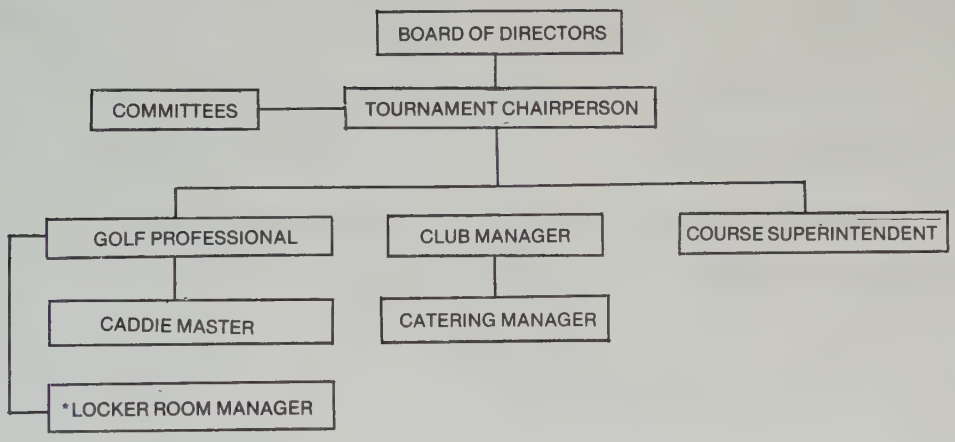
Introduction

Planning for any golf event is important, to ensure that no element is overlooked. The success of a tournament depends on how well you cover every detail.

Full cooperation and coordination with and between all facility personnel involved produces successful tournaments. The efforts of the Golf Professional, Superintendent, Club Manager and Golf Committee must be unified. These personnel have the responsibility to provide liaison between tournament sponsors, outing representatives and local news media.

An early step in planning should be to arrange a meeting time, place for appropriate members of management and the tournament committee. Management might include the Club Manager, Catering Manager, Caddy Master, Locker Room Manager, Golf Professional and Grounds Superintendent. The Tournament Committee may vary in size according to one facility's needs.

SAMPLE ORGANIZATION CHART



During the initial meeting one should have detailed checklists that cover both food and beverage throughout the day, and all tournament plans information, (see the following examples and those in the Special Services Section).

*Might fall under Club Manager depending on facility.

UPCOMING EVENTS PLAN SHEET

NAME OF EVENT _____

DAY & DATE _____

TYPE OF EVENT _____

NUMBER OF PLAYERS _____ ENTRY FEE _____

DATE ENTRIES CLOSE _____

COMMITTEE MEMBERS _____

_____

PROFESSIONAL IN CHARGE _____

SPECIAL EVENTS - CLOSEST TO FLAG _____

LONG DRIVE _____

SCORING - PEORIA _____ LOW GROSS _____ MOST HONEST _____

TIME SCHEDULE - REGISTRATION _____

LUNCH/DINNER (OTHER) _____

CLINIC _____

TEE TIMES START _____

SHOTGUN START _____

PRIZES AWARDED _____

SPECIAL INSTRUCTIONS:

_____

_____

_____

_____

_____

_____

Example 16

UPCOMING EVENTS — JOB RESPONSIBILITIES

PAIRING _____

_____

MARKING GOLF COURSE _____

SCORECARDS _____

SCOREBOARD _____

RULES SHEETS _____

FIRST TEE COORDINATOR _____

BAG DROP (SCHEDULE) _____

SPECIAL EVENTS _____

GIFT CERTIFICATES _____

PRIZES PRESENTATION _____

STAFF COMMITTEE MEMBER _____

FOOD SERVICE _____

STAFF OUTFIT:

SHIRT _____

SLACKS _____

SHOES _____

JACKETS _____

NOTES: _____

_____

_____

_____

_____

_____

Example 17

AUTHORITY

Corporations have a "Chairman of the Board" elected by the stockholders and charged with the responsibility of "running the company". Our country has a President who is elected by the citizens and is charged with the responsibility of "running the country". A golf tournament has a "Chairperson" who is appointed by the tournament planners and is charged with the responsibility of "running the event". We use this comparison to show two things about the Chairperson of a golf tournament. First, the tournament chairman truly occupies a position where the proverbial "buck" stops. All the "heat" is directed at this person and he/she must be prepared to answer all questions. Second, there is no way the Chairperson can physically do it all, any more than the President can physically do everything associated with keeping our country afloat. The key here is the proper delegation of authority, or finding the **right person for the right job.**

Because the Chairperson is so important to the tournament, it is essential to have the right person in this slot. His/her personality can set the tone and complexion of the entire event. Although he/she need not personally know all the details of each area of responsibility, he/she must ensure that whoever does hold a tournament position **does** know the details for his particular area of responsibilities. The following are suggested qualifications to be sought in a tournament Chairperson:

—should be an administrator
—must be organized
*—must know how to handle people
—must have the time to devote to the planning and running of the event
—must be willing and enthusiastic
—must be impartial
*—must be level-headed

*Though all of the above qualifications are of equal importance, a chairperson lacking the asterisked items should not be a chairperson!

The chairperson should be appointed based on qualifications not on popularity or politics, because the position is too important. Once appointed, give the chairperson the necessary freedom and authority to run the event. Everyone from the parking attendants to the Golf Professional falls under the chairperson's authority. The position must be respected, and everyone should cooperate to the fullest.

The chairperson should carefully select the people who are to be delegated various responsibilities. Do not give the impression that one position is more important than another. This could impact unfavorably on the whole tournament causing bad feelings on the part of the participants. Have the person in charge of parking feel just as important as the members of the rules committee. Once you have delegated authority, stay abreast of progress, but let the people you selected do their job! Get involved in details only when absolutely necessary. Support and defend your committees. If the organization of your staff is well thought out and delegation of authority is properly done your tournament will run smoothly and efficiently.

DEFINING RESPONSIBILITIES/STAFF ASSIGNMENTS

The PGA Golf Professional must fill the role of tournament administrator. The Golf Professional is the key person in golf club operations. So his role is primary in the following listing of responsibilities.

The Golf Professional is responsible for:

1. Being available, helpful and providing advice on all aspects of the conduct of the tournament.
2. Developing a format that is: (a) interesting, (b) in accordance with the preferences of the players, (c) tailored to the event or particular needs and (d) fun for the participants.
3. Developing and promoting dates.
4. Developing tournament information, distributing and communicating this information to players, club staff, management and various committees. This includes: (a) notifying members not in the tournament, (b) advice on opening and closing times of the facility, (c) specifying type of dress for staff members and (d) telling them where they should be all times.
5. Determining needs and following up on:
   a) Staff and Committee assignments.
   b) Budgeting.
   c) Food and Beverage Services.
   d) Tournament Checklists.
6. Liaison with club and members.
7. Close communications/coordination with Club Manager and Course Superintendent.
8. Confirming the number of players. This helps control expenditures and determine logistical requirements.

The Club Manager is responsible for:

1. Ensuring that lunch, dinner and cocktail hours are adhered to according to plan.
2. Valet parking services, if applicable.
3. Uninterrupted club functions and services.

The Golf Course Superintendent is responsible for:

1. Ensuring the golf course is ready for play before the first starting times or for a shotgun start.
2. Ensuring holes are cut and tee markers are placed as desired by the committee.
3. Ensuring that golf course equipment is not operated during tournament or operated only in an emergecy.
4. Ensuring that practice range is prepared in time for tournament use.

If a club, or facility, is fortunate enough to host a major event (one of national significance) the range of responsibility grows. Communication lines lengthen and become more complex because of increased distance and the number of people (multiple committees) involved. A nationally-based association normally conducts the tournament and the host facility usually has a heavier-than-usual financial responsibility. In some cases, such as a U.S. Amateur or Open, costs are usually recovered. Following these events a profit for the club is likely.

The responsibility for coordinating among committees normally rests with the chairperson of the event. This person is, and should be, a member of all committees helping to bring together the various lines of communication.

Listed on pages 1-60 through 1-69 are checklists and forms which should be helpful in delegating responsibilities and following up on completion of assigned tasks.

Following is one example of a task (responsibility) assignment:

If the Golf Professional is assigned the committee role of Pairings Chairperson, he inherits specific tasks along with the job of putting together starting times. In addition to typing, copying and distribution, there will be coordination with scoring and publicity as well as preparing the golf shop. Pairings will include starting times, or hole assignments. Sometimes an alphabetical list of players and starting assignments must be developed.

STAFF ASSIGNMENTS

Each staff person has a responsibility for tournament activities. The following must be included in a checklist for the various staff positions generally found at a club/facility. The list should be divided into activity categories with the following serving as a minimum:

EVENT:_____

	Staff Assigned	Date Required	Date Completed	Notes Price
BUDGET	_____	_____	_____	_____
DATES	_____	_____	_____	_____
FORMAT	_____	_____	_____	_____
FEES	_____	_____	_____	_____

COORDINATOR_____

ENTRY PRINTED	_____	_____	_____	_____
ENTRY DISTRIBUTED	_____	_____	_____	_____
SIGN UP SHEET (Prepare & Post)	_____	_____	_____	_____
ENTRIES RECEIPT	_____	_____	_____	_____
LIST OF PARTICIPANTS	_____	_____	_____	_____
PAIRINGS	_____	_____	_____	_____
START TIMES/TEE ASSIGNMENTS	_____	_____	_____	_____
FLIGHTS	_____	_____	_____	_____
PAIRINGS TYPED/DISTRIBUTED	_____	_____	_____	_____

COORDINATOR_____

	Staff Assigned	Date Required	Date Completed	Notes Price
SCORESHEETS				
SCORECARDS				
SCOREBOARD SERVICE/POSTING				
SCORING AREA/TABLES				
ORDER BAG TAGS				
BAG TAGS PREPARED				
STORAGE TAGS PREPARED				
STAPLE FORMAT/SCORECARD RULES SHEET				
EVENT SUMMARY REPORT				
FLIGHT SUMMARY REPORT				
FLIGHT HEADINGS PRINTED				
BLOCK SHEETS/SUMMARIES				
PLAYOFF PROCEDURE POSTED				

COORDINATOR_____

REGISTRATION TABLE(s)				
REGISTRATION SUPPLIES (pencils, ashtrays, etc.)				
SCORING TABLE(s)				
STARTING/TEE TABLES, CHAIRS				
TABLES/CHAIRS, COURSE				
CONTEST MARKERS ON COURSE				
PLACE SIGNS ON COURSE				
PICK UP SIGNS ON COURSE				
FURNITURE/SUPPLIES RENTAL				
PRIZE TABLES				

	Staff Assigned	Date Required	Date Completed	Notes Price
ASSIGN CADDIES/GOLF CARS				
GOLF CARS CLEANED/ALIGNED				
TEE ASSIGNMENTS ON CARS/ CARS SUPPLIED (tees, pencils, literature, etc.)				
EXTRA CARS - rental				
GOLF BAG HELP				
BAGS/CLUBS CLEANED				
GOLF RANGE: Set up				
Attendant				
Pick Up				

COORDINATOR_____

STARTERS				

LOCAL RULES				
COURSE DEFINITION				
COURSE SETUP				
HOLE PLACEMENT CHARTS				
FORECADDIES/MARSHALLS				
RULES COMMITTEE				

RULES CHAIRPERSON_____

TEE GIFT				
AWARDS/PRIZES				
PRIZES PRESENTATION				
GIFT CERTIFICATES				

COORDINATOR_____

	Staff Assigned	Date Required	Date Completed	Notes Price
HOUSING/LODGING				
TRANSPORTATION				
COORDINATOR				
CONTESTS				
PUTTING CONTEST SETUP				
CIRCLES ON GREENS			RADIUS	
CLOSEST TO PIN MARKERS				
LONG DRIVE MARKERS				
STRAIGHT DRIVE CONTEST				
COORDINATOR				
TEE (Hole) SPONSORS				
PROGRAM/ADVANCE SALES				
DOOR PRIZES				
TICKET SALES/RAFFLES				
SPECIAL SWEEPS				
COORDINATOR				

	Staff Assigned	Date Required	Date Completed	Notes Price
FOOD SERVICE/MENU				
FOOD/BEVERAGE - COURSE				
DECORATIONS				
ENTERTAINMENT				
BAR/BEVERAGE SERVICE				
GUEST SPEAKERS				
MEETING REQUIREMENTS				

COORDINATOR_____

PUBLICITY				
RESULTS TO MEDIA/PRESS				
PHOTOGRAPHY				
HISTORIAN				
WELCOME SIGNS				
PRESS RELEASES				

COORDINATOR_____

Other considerations for Staff Assignment Checklist:

DRESS CODES/UNIFORMS

OFFICE HELP/SECRETARIAL POOL

GOLF CAR KEY DISTRIBUTION FOR SHOTGUN STARTS

SPECIAL ANNOUNCEMENTS

COURSE RANGER DUTIES (SPECIFY)

CLIMATE/WEATHER

STAFF LIAISON/VISITING GROUP

Cost on a given day must be considered. A facility may have to charge an added fee to provide staff services.

One person must coordinate all staff activities. This person would normally be the first golf assistant or golf shop manager, thus allowing the Director of Golf or Head Professional to act as official greeter, overall coordinator and club liaison. (See Section on Tournament Coordinator on pages 1-70 through 1-74).)

Pages 1-66 through 1-69 include examples of checklists and staff requirements.

TOURNAMENT REGISTRATION FORM

_____DATE OF TOURNAMENT (office purposes)

LODGE_____

REG._____

INITIALS BY: _____

_____
TOURNAMENT NAME

_____
PLAYER COUNTS

_____
TOURNAMENT DATE(S)

_____
COURSE(S)

_____
STARTING TIMES

_____GREEN FEES LUMP
_____GREEN FEES INDIVIDUAL
_____CARS LUMP
_____CARS INDIVIDUAL
_____ROOM # MA
_____CHECK OR BTT #

_____
CHAIRMAN NAME

_____
BUS. PHONE #

_____
HOME PHONE #

_____
MAILING ADDRESS

CITY

STATE

ZIP CODE

_____
BILLING ADDRESS

CITY

STATE

ZIP CODE

_____# GOLF CARS NEEDED

_____REG. TABLE(S)/CHAIRS
_____CONCRETE_____SCOREBOARD

_____CLOSEST TO FLAGSTICK _____WE PICK UP
#_____, #_____, #_____, #_____.

_____LONGEST DRIVE _____WE PICK UP
#_____, #_____.

_____WELCOME SIGN_____MAPS ETC #1

_____PRIZES OR MERCHANDISE CHITS
SPECIFY_____

_____BEER CAR(S) #_____
STATIONS _____

_____BANQUET ARRANGEMENTS

_____RENTAL SETS NEEDED

_____PLAYERS BUSSED IN

_____A-Z LIST OF PLAYERS

_____HOLE ASSIGNMENTS

_____LOGO

_____S.H.C.C. SPECIAL EVENT
_____CHECKLIST NEEDED

_____EXTRA HELP_____BAGS
_____RANGE _____CARS
_____TIMES

_____HOLE SPONSOR SIGNS

_____PREFERRED LIES

_____ADDITIONAL GOLF CARS

_____TURN IN SCORECARDS
TO GOLF SHOP

SCORING

_____WE SCORE_____IND._____TEAM

_____GROSS_____HANDICAP

_____PEORIA

_____SCOREBOARD SERVICE

_____TIMES_____FEES

_____SCORECARDS

_____SCORESHEETS

_____SHOTGUN FEE $1.00 p/p

_____GREEN FEE

_____CAR FEE

_____DATE CONFIRMED

_____DATE CARD RETURNED

_____SCOREBOARD SERVICE_____FEE

REMARKS:_____

_____

_____

_____

_____

_____

THANK YOU NOTE:

FINAL CHECK DATE:

Example 18

GOLF EVENT ORGANIZATION CHART

_____ EVENT _____ DATE(S)

RESPONSIBILITIES

HEAD PROFESSIONAL

_____ 1. FORMAT
_____ 2. DATES
_____ 3. COORDINATE WITH MANAGER
_____ 4. COORDINATE WITH SUPERINTENDENT
_____ 5. SUPERVISION OF ASSISTANTS
_____ 6. PAIRINGS AND TEE ASSIGNMENTS
_____ 7. _____
_____ 8. _____

GOLF CHAIRMAN/COMMITTEE

_____ 1. FORMAT
_____ 2. FEES
_____ 3. BOARD LIAISON
_____ 4. HOUSE CHAIRMAN LIAISON
_____ 5. GREENS CHAIRMAN LIAISON
_____ 6. _____
_____ 7. _____
_____ 8. _____

1st ASSISTANT

_____ 1. POSTING OF INFORMATION FOR SIGN UP (FORMAT - TIMES - DATES - FEES) 2 Weeks in Advance or as Required
_____ 2. BAG TAGS ORDERED
_____ 3. FLYERS PREPARED FOR MAILING
_____ 4. RULES SHEET
_____ 5. CURRENT HANDICAPS AVAILABLE
_____ 6. EXTRA CARS - CADDIES ARRANGED
_____ 7. SCORE SHEETS PRINTED
_____ 8. SCORECARDS PRINTED STROKED FOR HDCP.
_____ 9. CHARGE OR COLLECT FEES
_____ 10. EVENT REPORT SHEET PREPARED
_____ 11. RESULTS POSTED
_____ CREDIT POSTED - CERTIFICATES ISSUED
_____ 12. RESULTS TO PRESS
_____ 13. _____
_____ 14. _____
_____ 15. _____
_____ 16. OTHER

_____ (STAFF POSITION WRITE IN)

_____ 1. BAG TAGS PREPARED
_____ 2. FAMILIAR WITH EVENT FORMAT
_____ 3. FAMILIAR WITH SIGN UP PROCEDURE
_____ 4. ASSIST WITH SCORECARDS AND SHEETS
_____ 5. STAPLE RULES SHEETS TO SCORECARDS
_____ 6. SCORE SHEETS UP PRIOR TO EVENT
_____ 7. PRIZE LIST POSTED ON SCOREBOARD
_____ 8. ESTABLISH CHECK-IN TABLE PRIOR TO EVENT
_____ 9. ADEQUATE SUPPLIES ON HAND (SCORE SHEETS • PENCILS • RESERVED CAR SIGNS)
_____ 10. PRIZE TABLE SET UP
_____ 11. POST SCORES AT BOARD
_____ 12. ASSIST IN FINALIZING EVENT REPORT
_____ 13. _____
_____ 14. _____
_____ 15. _____
_____ 16. _____
_____ 17. _____
_____ 18. _____
_____ 19. OTHER

_____ (STAFF POSITION WRITE IN)

_____ 1. PREPARE LIST OF PARTICIPANTS
_____ 2. ASSIGN CARS - CADDIES
_____ 3. RESERVED CAR SIGNS PREPARED
_____ 4. CARS ALIGNED IN ORDER
_____ 5. BAG TAGS ATTACHED
_____ 6. DRIVING RANGE SET UP - PICK UP
_____ 7. CARS CLEANED AND READY TO GO (MAINTENANCE MAN CALLED IF NEEDED)
_____ 8. SCHEDULED HELP AS NEEDED
_____ 9. COORDINATE WITH OTHER STAFF
_____ 10. CAR - CADDIE CHARGES PREPARED
_____ 11. PICK UP OF SPECIAL EVENTS SIGNS ON COURSE
_____ 12. _____
_____ 13. _____
_____ 14. _____
_____ 15. _____
_____ 16. _____
_____ 17. OTHER

Example 19

SPECIAL EVENT TOURNAMENT CHECKLIST

EVENT_____ DATE(S) _____

		Description or Fee (If Applicable)
BUDGET-ENTRY FEE ESTIMATE	_____	_____
FOOD SERVICE	_____	_____
TEE PRIZES OR GIFTS	_____	_____
ENTERTAINMENT OR SPEAKER	_____	_____
DOOR PRIZES	_____	_____
FOOD OR BEVERAGE/COURSE	_____	_____
PRIZES AND AWARDS	_____	_____
MEETING REQUIREMENTS	_____	_____
ENTRIES PRINTED	_____	_____
ENTRIES DISTRIBUTED	_____	_____
FLIGHTS AND PAIRINGS	_____	_____
RULES COMMITTEE/OFFICIALS	_____	_____
GOLF BAG HELP	_____	_____
FORECADDIES	_____	_____
WELCOME SIGN(S)	_____	_____
DECORATIONS	_____	_____
SCORECARDS	_____	_____
BAG TAGS	_____	_____
CLUB SERVICE/STORAGE TAGS	_____	_____
SCOREBOARD SERVICE	_____	_____
SCORE SHEETS	_____	_____
SPECIAL EVENTS	_____	_____
PHOTOGRAPHY	_____	_____
CADDIE/GOLF CARS	_____	_____
HOUSING/LODGING	_____	_____
TRANSPORTATION	_____	_____
GOLF COURSE DEFINITION	_____	_____
LOCAL RULES	_____	_____
STARTERS	_____	_____
STAFF REQUIREMENTS	_____	_____

NOTES:

BY: _____

Example 20

TYPES OF COMMITTEES

To coordinate all the activities in running a tournament, committees are frequently utilized. Following are some of the various types of Committees that may be appointed.

TOURNAMENT CHAIRPERSON
TOURNAMENT DIRECTOR
COMMITTEES
SUBCOMMITTEES

COURSE

CONSTRUCTION
COURSE PREP.
GREENS
MARSHALLS
REFRESHMENTS
SIGNS
STARTERS
BLEACHERS
SCORING
RULES
PRACTICE TEE

FINANCE

SPONSORS
SPONSORS/
PARTY
ADMISSIONS
PARKING
SALES
PRO AM

SPECTATORS

ADMISSIONS
SALES
CONCESSIONS
CLUBHOUSE
R/R FACILITIES
PARKING
FIRST AID
SECURITY
PAIRINGS SHEETS

PLAYERS

AWARDS
CADDIES
GOLF CARS
RANGE
REGISTRATION
RECEPTION
REGISTRATION
TRANSPORTATION
PLAYERS RELATIONS
HOSPITALITY
PAIRINGS
LOCKER ROOM
SPECIAL EVENTS

PUBLICITY/ COMMUNICATIONS

ADV./PUBLICITY
SCOREBOARD
PHOTOGRAPHY
TELEPHONE

ADMIN.

CONTRACT
LEGAL
DENTAL
MEDICAL
INSURANCE
ATTIRE
POLICE LIAISON
MEDICAL
SECURITY
PUBLICITY
PRESS
PHOTOGRAPHY
PRINTING
COMMUNICATIONS
FINANCE
SPONSORS

EXECUTIVE

CHAIRPERSONS
GOLF PROFESSIONAL
SUPERINTENDENT
CLUB LIAISON
TOURN. DIRECTOR
TOURN. CHAIRMAN

HOSPITALITY

REGISTRATION
HOSTESS
HOUSING
CONCESSIONS
BANQUET
AWARDS CEREMONY
GIFTS

Committees are usually formed based on need. The above list of committees is not all-inclusive. Also, some of those identified above may not be needed at your facility, except for the largest of tournaments.

TOURNAMENT COORDINATOR

Fortunate is the golf professional/director of golf who has a person, permanent or temporary, who handles **all** of the hundreds of administrative and operational details which go into the planning and conduct of a tournament. However, most facilities cannot support a full-time coordinator, so these tasks are usually divided among the various members of the facility staff. When the responsibility is assigned to **one** individual for seeing that all these tasks are accomplished, he or she is designated the TOURNAMENT COORDINATOR.

As will be seen in the TOURNAMENT COORDINATOR'S TASKLIST which follows, he/she is a very busy person before, during and after tournament play. Accordingly, the individual who is to be tournament coordinator must have a good grasp of tournament operations, be detail-oriented, have a flair for administration, and be able to function well under pressure.

The following tasks fall within the preview of the tournament coordinator and may not include some items which you feel should be listed. Whether all or only some of them are to be performed in support of a particular tournament depends on the size, importance, format and purpose of that event.

Tournament Coordinator's Tasklist:

1. **General:**

    a. Inventory Control: Scorecards, marking pens, posterboard, staples.
    b. Function sheets for each event distributed to the Staff. Include date(s), time(s), prep work to be done (refer to files) and uniforms.

2. **Pre-Tournament Preparation**

    a. Review File!! Contact Chairperson!!
    b. Give sufficient lead time for special orders (tee prizes, etc.)
    c. Post sign-up sheet approximately two weeks in advance. Include date(s), format, special rules, space for name(s), handicap(s), golf car/caddie, preferred starting times.

d. Type rules/format sheet. Include format, handicaps (e.g. 80%), tees to be played, prizes, how ties will be decided, special events, (e.g. long drive) and local rules.

e. Signs.

1. Prepare signs for tees for special event(s), hole(s) i.e., long drive, closest to the hole, as applicable.

2. Prepare signs for other events, drawings, etc., e.g. raffle board, merchandise from the golf shop, skins game, etc. May include "WELCOME", "BAG DROP", "TENTH TEE GOLF CARS", "FIRST TEE GOLF CARS", "RANGE BALLS" or special directions.

f. Schedule additional staff, if needed (Golf Range, Bags, etc.).

g. Day Before: Post groupings. Include starting time, tee (if shotgun) at bottom of page, restate format, etc., if space allows. Any changes, additions, cancellations or adjustments must be made on groupings, bag tags, favors, golf car/caddie assignments, scorecards, starter's sheet.

h. Type scorecards. Include name(s), handicap(s), starting time, tee assignment, date. If shotgun start, highlight starting hole. Attach to rules sheet (optional).

i. Scoreboard: Include headings (e.g. "First Flight"). Use large, visible posterboard. Have sign identifying chairperson. **Wait** to fill in names on scoresheets until event is under way to avoid waste should event be rained out and to avoid having to make changes due to cancellations/additions.

j. Plan Ahead: Measure scoreboard and scoresheets to be sure scoresheets will fit. Include space for summary.

k. Golf Car Signs: Include name(s), time, tee. Use double-sided tape on the back of each sign; tape at top and bottom.

3. **Early Morning of Tournament:**

   a. Set up registration table with the following:
      * Skirted table, or just a tablecloth if using chairs
      * Amenities—tees, pencils, extra scorecards, candy, wastebasket, etc.
      * For registration: Charge slips made out in advance, pens, scorecard and rules sheet, copy of pairings/starting sheet (check off as members sign in), box for charge slips and/or cash.

   b. Post grouping sheet (final edition). Have ample copies for staff and copies for bag room with golf car/caddie information.

   c. Have a remarkable Board: "Welcome" sign, plus: format, handicaps, tees prizes, etc. Also include any special messages.

   d. Post range balls sign (if applicable), e.g. complimentary . . . or Range Balls $1.50, etc.

   e. Post all other signs. Welcome, etc.

   f. Assist bag room staff with setup, clarifications, changes, etc.

   g. Have golf cars tagged and amenities on hand (tee prizes, tees, pencils, etc.) for shotgun starts.

4. **During Event:**

   a. Remove registration table.
   b. Check charges; sign for those who did not.
   c. Write up charge to club/committee for added money.
   d. Assist in preparation of prize breakdown (refer to file).
   e. Set up scoring table. Sign to read: "Scoring", chairs, box for scorecards, pens.
   f. Prepare scoresheets. Plan in advance which kind to use. No hole-by-hole for shotgun starts. If possible, list names alphabetically. Note and highlight past winners under names. Include first name if space permits.

g. Put scoresheets, headings and summary sheet on scoreboard. Be generous with staples to prevent bubbles.

5. **At The Scoreboard:**
   a. Have markers, scissors, scraps to correct errors, double-sided tape, rule book, pencils, ruler, sunglasses and sunscreen, stapler.
   b. Have plastic to cover scoreboard at completion of day's play, if it's a multi-day tournament.
   c. Have extra posterboard for messages, to acknowledge hole-in-one, etc.
   d. Have note pad to record requests for next day's times/pairings, etc.

6. **When All Scores Are In:** Summary should include the following:
   a. Score, name(s), payoff, winner(s) of long drive, closest to hole, etc.
   b. Other payoffs, e.g., skins, etc.
   c. "Thanks for playing" at bottom.

7. **Results:**
   a. Type and post results. Phone in top winners to local newspaper for printing in sports section of next edition. This is good public relations for even small, local events, because your club and community members like to see their names in print. Make copies for file and golf shop (to post credits and money leaders update). Extra copy for file should include notes on number of entries, entry fee, added money, miscellaneous, (such as problems, successes, etc.) and notes for next year. Contact media.
   b. Maintain a file for each event. Include all information relevant to the event, such as groupings, rules/format sheets, results with notes, flagstick locations, alphabetical list(s), etc., (i.e. all written information).
8. **Inventory:**
   Determine supplies used and check calendar to determine supplies to be bought or ordered for future events/operations.

CONDUCTING THE EVENT

CONDUCTING THE EVENT

Introduction

Having gone this far into your tournament operations manual, you are through the development stages and ready for the nitty-gritty planning of details. This is the point at which the "rubber meets the road" so to speak. Attention to minute details is important from this point on to ensure every aspect is taken care of beforehand. The planning of a successful tournament mandates that as much groundwork as possible be done before the event begins. Poor planning results in tournament-eve panic and last-ditch efforts to pull it all together. Proper planning will result in a nice night's sleep the night before your event and confidence that you have done all you can to ensure a smooth-running tournament.

Following are checklists developed to help you "preplan" as much as possible. Study the following sections in your manual carefully for advice on the various points and add to or modify where necessary to meet the personality of your particular event and participants. Follow your checklist to the letter. Don't try to do everything on your checklist yourself. Delegate various responsibilities to people who have expertise in that area but follow up to ensure every job is done correctly. Document decisions and plans for future reference.

Once again—do as much as far ahead of time as possible. If it can be done a month before the event, don't wait until a week before the event. The more you have accomplished, the more time you will have to take care of unexpected developments . . . and there always seem to be some. Remember:

"He who fails to plan, plans to fail."
Jim Arch

BAG PICKUP

Golfers must be greeted hospitably and with courtesy when they arrive at the facility. The bag pickup staff should know this and should seek to create a favorable first impression.

This area of tournament preparation is vital to a smooth operation, yet easy to overlook. Set up a system for moving bags and people to the golf shop, locker room, golf car staging area or golf course. This is the golfer's first contact with the golf shop staff and it is very important to create a positive first impression. The welcome table should be located where everyone will see it.

The bag pickup function must be adequately staffed. The bag pickup manager should be neat and clean in appearance, wear a staff uniform or a club shirt, be well-organized, and should cheerfully greet and welcome golfers to the club. He/she must be cool-headed and able to diplomatically deal with a number of people arriving at the same time. The bag pickup manager should be well enough informed about the event (format, starting time, etc.) procedures, registration procedures, and the like, to answer any of the golfer's questions. Should a question arise that he cannot answer, he should direct the golfer to someone who can. Arrivals should have access to the golf professional who should, as much as possible, be near the welcome table to greet players.

During the time that a number of players are arriving simultaneously, temporarily augment the support staff at the bag pickup area with any other available staff or caddies. Again, it is important that these supplemental staff be neat, clean and aware of the program for the day.

Bag pickup must be organized to minimize the time that golfers spend dropping off their golf clubs. An attendant should be available to assist players with extra clothing or other items. The following is a suggested checklist for a bag pickup operation:

1. Table with tablecloth.
2. Chairs for staff (at least one for the person managing the operation).

3. A sign reading "Bag Pickup", "Bag Drop", "Registration" or whatever is appropriate.

4. Sheet(s) with times, tee assignments, pairings, etc.

5. Alphabetical list(s) of participants with tee assignments for shotgun starts or starting time(s).

6. Pen(s) to check off names on lists as players arrive.

7. Copy of rules/format sheet (to answer questions).

8. Bag tags, stickers or some method that can be used to identify golf bags.

9. Extra bag tags or stickers for correcting errors and accommodating changes.

10. If bag tags are used, have on hand extra labeling tape, a razor blade and straps.

11. Have plastic trash can liners available to cover equipment, in case of rain.

It is extremely important when caddies or other less experienced personnel are used as bag runners that they be shown how to greet golfers correctly. The greeting should be "Good morning/afternoon, Mr. Smith", or "Sir" if the staff does not know the golfer. Make the golfer feel welcome and be sure that golfers do not have to carry their own clubs. If a golfer begins to carry his own bag, staff must somehow be sure to get the clubs right from the start. Have the golfers see that the staff is here to serve him/her.

The bag pickup manager should remain near his position as much as possible. He should leave it, though, if staying would result in a golfer carrying his own clubs. Remember SERVICE FIRST. As a golfer with a bag approaches the table, the staff person should be prepared to relieve him of the bag and to tag (identify) it. He should confirm the golfer's name, starting time, and tee assignment. He should also tell the golfer where he will find his clubs/bag after the caddy/staff has taken them at the bag pickup table. Finally, he should wish the golfer an enjoyable day at the facility.

Organization is important here because an improperly identified or misplaced golf bag will create an unfavorable first impression for a golfer and complicate the staff's duties. Bag pickup can get hectic when a number of golfers arrive at the same time, as with a shotgun start or a breakfast or lunch before golf. The staff must remain calm and organized and must carefully check in and identify each bag. Avoid detaining golfers in the parking lot. If the bag pickup becomes busy and congested with too many golfers, encourage them to go to the locker room or dining area and assure them that their clubs will be properly handled.

In summary, a successful bag pickup operation is one that shows golfers that the staff is available to give service, answer questions and quickly and accurately facilitate the movement of golfers and clubs from the parking lot to their proper destinations. These create a good first impression of the club and the staff, getting the golfer off to a good start for his day of golf.

CADDIES

CADDIES

Although a dying breed in many parts of the country, caddies still exist in some areas. The Evans Scholarship Program has done a great deal to nurture strong caddy programs in the Midwest. With some effort a club can have a program of its own.

Should you not have an existing caddy force, but wish to obtain one, well in advance of an event you should contact area high schools by placing an ad on school bulletin boards, especially on Physical Education boards. Advertise for caddies, giving the hours of scheduled caddy classes to be offered and advise as to rates of pay. Make it clear that several preparatory classes must be attended before one can be considered eligible to caddy. A member of the professional staff should be assigned the responsibility for giving these classes and rating the candidates. Consider having a portion of this instructor's compensation picked up by the facility for performing this duty. Contact area courses that may have existing programs for use of their caddies to support a specific event.

Set up a rate structure which provides a proper return for the time and effort put in by the caddies. A survey of other facilities may help. Often a special rate is allowed for key golf events to attract highly qualified caddies or to reward those who worked as caddies all season during the regular tournament schedule.

Fore-caddies (ball spotters) on blind holes can help speed play. If a facility has mandatory golf car rules, golf car runners (caddies who move about with golf cars and rake bunkers, attend flagsticks, etc.) may be employed.

Factors in building a successful caddy program might be:

1. Caddy Superintendent - an individual assigned to supervise the program.

2. Classes - formal, organized caddy instruction is a must for individual proficiency. Instruction should include the facility's regulations regarding caddies, and the rules and etiquette of golf. Also, it would

be appropriate to inform the caddies as to who has responsibility for the various aspects of the particular facility's golf course operations.

3. Accommodations - caddies should have an assembly area, (preferably covered) when not on the course. Some facilities supply a basketball hoop, pay telephone and concession machines.

4. Feeding - food availability for caddies at the facility is mandatory, whether supplied by the facility or purchased by the caddy.

5. Golf - use of the facility golf course by the caddies once a week is a major attraction to get young people to caddy.

6. Payment - a procedure for paying the caddies must be established. Adequate cash for this purpose should be on hand.

7. Regulations - guidelines should be established for caddy conduct and behavior.

8. Transportation - if your facility is located in an area where commercial transportation is not available at reasonable cost, transportation for the caddies may have to be arranged by the facility.

9. Uniforms - colored T-shirts for each caddy with the club name and the word "Caddy" might be appropriate. Rubber-soled shoes should be mandatory. **No** Spikes! Plastic badges showing the caddy's name and rank are also a possibility.

CLEANUP

DAILY CLEANUP

One of the last things done at a tournament is cleaning up. Have a checklist of all the things to be done in each assigned area. Have enough help on hand to do the job as quickly as possible and to minimize the need for overtime pay. It is important that all areas are ready for use the next day with little or no additional work to be done by the staff opening in the morning. Following is a cleanup checklist:

Golf Shop

1. Have displays neat, tidy and restocked.
2. Have sales for the day recorded, taken out of inventory and any special charges for the tournament completed.
3. Determine if the golf shop will reopen after dinner for prize exchanges.
4. Vacuum carpet.
5. Put lights out and alarm on.

Outside

1. Make sure area around golf shop is swept and litter free.
2. Return any extra tables and chairs, etc., to clubhouse.
3. Clean scoreboard area and take down score sheets and store for records. Staples removed from board.
4. Remove any special signs from the golf course and store them where they belong (Closest to Hole, tee signs, long drives, etc.)
5. Pick up golf range balls and clean the tee area of any litter, bag stands, baskets and balls. Clean range balls and range tee markers for next day's practice.

6. The bag room area must not be overlooked. Ask people coming off the course if they want their clubs in the bag room. Clubs should be cleaned and returned to their racks. Care must be taken to ensure all clubs are in the proper bag. The bag room should be vacuumed and ready for next day's play.

7. The golf car shop must be ready for the next day's play. Golf cars should be cleaned, counted, charged or refueled. Area around car shop should be swept and all litter cans emptied. A list of cars to be used for next day's play should be posted.

8. The parking lot should be checked and all litter removed.

Locker Room

The locker room should be thoroughly cleaned and made ready for the next day. Ensure that soap, towels, tissue and refreshments are restocked. A list of starting times for the next day's play should be posted. The shoe cleaning area should be cleaned and any shoes in that area arranged in an orderly fashion. Give special attention to the locker room rugs.

The next day is a new golfing day. Cleaning and organizing areas will give a "sparkle" to the facility and will go a long way toward providing player enjoyment.

FIRST AID

FIRST AID

First aid should be available for multi-day events, especially events hosted in very humid weather or one with older contestants. Being so prepared offers a service that may avoid a catastrophe. The objective of this section is to provide the Tournament Director a comprehensive guide regarding quality medical care during tournaments.

The logistics of arranging medical care for golf tournament participants, (golf professionals, officials, media and spectators), is no easy task. Consider the plight of the local golf professional or local club or course member selected by the clubs' Board of Directors to act as medical director. He or she must see to it that competent, timely medical care is available to all of the competitors and spectators strung along a course that can range for miles! Each tournament is responsible for furnishing first aid and on-site physicians.

The information in this section should be reviewed by the golf professional or the golf course designated medical director and used only as a guide and suggestion of the basic minimum requirements needed to provide satisfactory medical assistance during a tournament of any size.

Care procedures vary from locality to locality and materials on Cardiopulmonary Resuscitation and Infectious Disease precautions may be updated after the production of this text. It is the user's responsibility to know local requirements and to have a physician or Medical Safety Consultant on the tournament golf course staff to stay informed of emergency care procedure changes.

An important principle emerging from the experience of medical professionals in the organizing of large events is the need for realistic advanced planning, capitalizing on the strength of local resources. It is important to understand that a dictum in emergency care is that anything may happen, anywhere and at any time.

The first step in the medical planning of a golf tournament of any size at your club or course is to incorporate medical care early in your tournament timetable and the tournament budget.

There are basically two methods available for the medical coverage of a club tournament:

a. Local Physician coverage fee-for-service, or volunteer.
b. Contract a professional Medical Safety Consultant who has an expertise in the medical coordination of large events.

Local Physician coverage, when available, is the method of coverage that has been utilized in the past. A Physician who volunteers his own time to assist the club or course in the organization of the medical needs during the tournament has been considered, in the past, as a cost-effective method of coverage.

Due to the increasing potential medical-legal liabilities to the club or course and volunteer physician, the increase of gallery size, the increased age of the golf spectators and golfers, the greater expectation of the athletes and spectators for timely emergency response and the sports governing bodies becoming more aware that knowledgeable medical safety consultant services exist, local physican coverage may not be sufficient.

Medical Safety Consultant services may have numerous advantages to the club or course. A major advantage is that the club or course tournament director can delegate the entire medical responsibility to the Medical Safety Consultant and spend more time on planning the "golf" event. The Medical Safety Consultant can provide coverage for the entire event, whereas the local physician coverage may be limited.

In either case, the Tournament Director must contract a Local Physician or a Medical Safety Consultant who has expertise in the field of **Emergency Medicine.** They need to have a working knowledge of current **Cardiopulmonary Resuscitation,** prevention of communicable diseases, Emergency Medical System, communication methods (Police, Fire, EMS), medical-legal aspects of emergency care, and, if applicable, previous experience with large events.

Designation of Medical Authority may be defined as the, "Person in charge", when a medical emergency takes place on the course.

The primary concern at the emergency scene is the patient. The activities at the scene and the care provided until more highly trained personnel arrive will help save lives, prevent additional injuries and provide comfort for the patient. The patients' chances of arriving at the hospital alive, in the case of a life threatening emergency, are greatly improved because of decisions and actions taken by the Designated Medical Authority.

The Medical Director or the Designated Medical Authority at the scene has various lifesaving duties to carry out. These duties are:

a. Gain access to the patient. Whether the patient is surrounded by large crowds, trapped in an auto, under a golf car or inside a building. This should be preplanned as to the use of an on-site ambulance, or by the use of specially equipped golf cars servicing the golf tournament.

b. Discover what is wrong with the patient and provide emergency care.

c. Lift or move the patient, only when required, out of danger, using Cervical Spine precautions, and moving the patient without causing additional injury.

d. Control the accident scene in order to protect the patient and to prevent additional accidents.

e. Make certain the Emergency Medical System has been called and that the proper authorities, (Fire, Police, Rescue Squad, Power Company) have been notified of your needs.

f. Transfer medical authority of the patient to the Paramedics when they arrive at the scene. Provide the Paramedics with detailed information about the patient and the circumstances of the accident.

The following is the minimal number of personnel needed at large tournaments to staff a main medical "First-Aid Station", to be located near the Clubhouse.

a. Emergency Medicine Physician
b. Emergency Medical Nurse
c. Four Paramedics (Two Paramedics at the triage center and two Paramedics out on the golf course as Medical Marshalls)

The above meets the absolute minimal requirements and the number of medical personnel needed are directly proportional to the number of contestants and the estimated number of the gallery.

Some Physicians and Paramedics carry their own medical kits with supplies and medications to treat emergencies from lacerations and eye infection to grand mal seizures. On the other hand, some physicians carry very little equipment, tools and supplies.

The following is a partial list of instruments and equipment, first-aid items, oral medications, ointments and injectables that are useful in treating on-field injuries at a golf event. This list may differ from locality to locality and must be evaluated by the Tournament Medical Director.

INSTRUMENTS/EQUIPMENT:

a. Ambulance equipment to meet the standards of the Department of Transportation and host state regulations.
b. Life-Pak portable defibrillator with AC connection and battery power source.
c. Oral Airway (pediatric and adult)
d. Bag valve/face mask unit
e. Laryngoscope, endotracheal tubes and stylet
f. Otoscope/opthalmoscope
g. Thermometer; hypothermic thermometer optional
h. Blood pressure cuff, stethoscope
i. Jack and jack handle
j. Pliers, rope, gloves, screwdriver, hammer, knife

FIRST-AID ITEMS:

a. Sterile suture kit (2), gloves (4 pairs)
b. Suture material 5-0, 6-0 (2)
c. Scissors
d. Elastic tape, 1-inch, 3-inch, (2)
e. Athletic tape (1 roll)
f. Sterile gauze pads 2 x 2 inch, 3 x 3 inch, 4 x 4 inch
g. Tongue depressors, finger splints
h. Steri-strips
i. Eye cup and irrigation solution
j. Moleskin, Second Skin
k. Sling, safety pins
l. Needles 18G, 22G, syringes

MEDICATIONS AND OINTMENTS:

a. Antihistamines, eg., chlorphernirmine (Chlortripolon) 4mg, 8mg
b. Xylometazoline (Otrivin) decongestant
c. Albuterol (Ventolin) pills, inhaler
d. Topical fungal creams
e. 1% hydrocortisone cream
f. Antacids, antiemetics: dimenhydrinate (Gravol), (Mylanta)
g. Nitroglycerin 0.3mg

INTRAVENOUS FLUIDS:

a. Lactated Ringer's Solution 1000 ml, 500 ml bags, with intravenous tubing.
b. Normal Saline 1000 ml, 500 ml bags with intravenous tubing
c. D5W 500 ml, 250 ml bags with intravenous tubing
d. 50% Glucose, 1 Amp in prefilled syringe (50 ml)
e. Sodium bicarbonate 50 mEq in prefilled syringe
f. Epinephrine 1:1000 (1 ml)
g. Epinephrine 1:10,000 in prefilled syringe

h. Atropine 1 mg in prefilled syringe (10 ml)
i. Lidocaine (Xylocaine) 2%, 100 mg in prefilled syringe
j. Lidocaine (Xylocaine) 1% without epinephrine
k. Diazepam (Valium) 5 mg*ml - 1 (two 2 ml ampules)
l. Diphenhydramine (Benadryl) 50 mg (three 1 ml vials)

Medical Emergencies include a wide variety of illness and conditions. Accidents that occur on the golf course may develop into a serious medical emergency due to the stress of the situation. For example, a spectator struck by a golf ball on the leg may begin to have chest pain, (symptoms of a heart attack) while you are treating his/her leg.

Hopefully, this scenario is rare but it is important to have a trained emergency physician on-site to identify any potential changes or danger to the patient.

Rules To Remember In All Emergency Medical Situations:

a. Stabilize the patient
   1. Check the Airway
   2. Check the Breathing
   3. Check the Circulation

b. Transport all injuries to the Hospital Emergency Department to be evaluated by the Emergency Medicine Physician.

The following are Medical Emergencies common to a large event such as a golf tournament:

a. Cardiac Arrest (Increased age of gallery)
b. Respiratory, Distress, (Asthma, Hyperventilation)
c. Heatstroke
d. Stroke
e. Seizures
f. Diabetic Coma
g. Fractures (Flying objects, tripping on the course)
h. Abdominal Pain
i. Sprains (Wrist and Lower Back are common to golfers)
j. Lightning Strikes

Record, document and follow up all accidents in today's ever-changing field of medical legal tort reform. It is necessary to provide extensive documentation of all accidents. The medical director should record the following:

a. Patient's name
b. Home address and phone number
c. Personal Physician
d. Allergies to medicine
e. Current medication the patient may be taking
f. Time and location on the golf course of the injury
g. Describe the injury and the mechanism of the injury (i.e. right forearm fracture with a golf club)
h. What type of care was provided at the scene
i. Time, Name of Paramedics and Ambulance that transferred patient to the Hospital.

Remember all information is confidential. Do not discuss the events of the incident or the patient's condition with anyone but the Paramedics, Hospital Physician, Tournament Board or the Club's/Course's Legal Counsel. Refer all inquiries to the Tournament Medical Director.

It is suggested that the Tournament Medical Director have knowledge of the following medical terms:

a. Immunity
b. Standard of care
c. Medical Practices Act
d. Local State Good Samaritan Laws
e. Consent
f. Actual Consent
g. Implied Consent
h. Informed Consent
i. AMA (Against Medical Advice)
j. Abandonment
k. Confidentiality
l. Malpractice Insurance (Claims Made and Occurrence)

As one can conclude from this section on "Tournament Medical Care", the responsibility and duty of the Tournament Committee and Medical Director are very complex.

The Emergency Medical System (EMS) has become very sophisticated and specialized in order to serve the injured patient in the most efficient and timely manner.

The Tournament Committee may wish to contract the tournament medical care to an experienced Emergency Medicine Physician who has an expertise in all areas of emergency care. By delegating medical authority to the Emergency Physician, the Tournament Committee can concentrate on their expertise, the "golf event", while knowing that professional, quality emergency medical care is being provided.

GOLF CARS

GOLF CARS

More often than not, today's golf tournaments include the use of golf cars. The number of clubs which have golf cars is continually on the increase, and some of them have sufficient rolling stock to support most tournaments. At times, however, it is necessary to augment an existing capability with a golf car rental fleet.

Often, to ensure availability, a rental fleet must be reserved as much as a year in advance. Rental fleet charges should be discussed and confirmed. The cost will definitely have an effect on what will be charged to contestants for golf car use during the event. Using a reputable lessor will help obtain vehicles in good condition and ensure timely delivery. Have a few extra cars to cover breakdowns, for rangering and delivery of messages, for rules work and for food and beverage assistance on the course.

First echelon maintenance of one's own fleet should be double-checked a few days prior to the event, i.e., all batteries watered on electric cars, well scrubbed wheels, wheel wells and bodies, car seats cleaned, tire pressure checked, and, most important, be certain that all cars are fully charged or fueled, and operative.

Poster board signs placed on the front of cars are a must for organization and for player convenience. A print shop can produce the basic sign with the club name or logo, lines for players' names, and a space for the starting hole or time. The players' names are later hand lettered with a magic marker. The neater the better!

In advance of the day's play, the cars should be aligned by starting times. If using a two-tee start, separate accordingly with easy route access to assigned tees. If a shotgun start, arrange the cars numerically in hole order to facilitate contestants locating their equipment. To avoid confusion and for safety's sake, you might keep the keys out of the cars for shotgun starts until just prior to the start.

Staff should be available to assist the players in locating their cars and directing those unfamiliar with the facility to starting holes.

Maps of the course placed on the steering wheel can be an added assistance. The staff should also wipe car seats if early morning dew or dampness has settled on them.

In the event of rain, set golf bags on cars and cover them with large plastic trash-can liners. The right size will protect the entire bag. Contestants will appreciate this service.

Cars should be furnished with scorecards, pencils, possibly a course map, towels and tees. In hot weather, some facilities include a plastic cooler with ice water on each car.

Golf cars are needed in most tournament operations. They are a convenience, a necessity and a profit maker.

Please refer to the Photo Examples Section of this manual.

COURSE PREPARATION

GOLF COURSE PREPARATION

Most hosts clean their home before having visitors. As the host professional, the golf professional should take extra care to "dress up" his course for an event. Good, clean mowing lines add playability as well as eye appeal to a course.

The following are PGA TOUR guidelines for golf course conditioning for their tournaments. Many good ideas can be extracted for your club events. Refer to the PGA TOUR guides on pages 1-95 through 1-99.

Golf Course Conditioning Guidelines:

The condition of the course is the most important element in a tournament in the player's view. A well-prepared course gives the players the best opportunity to display their skill. A good playing surface tends to reward good play, and thus helps to produce a good winner. Good courses, properly maintained, are likely to attract strong fields of players and assure their return in following years.

In an effort to provide the best possible playing conditions for each of their events, the PGA TOUR provides the following set of Golf Course Conditioning Guidelines.

The Guidelines are just that—guidelines. Because of the wide variety of golf courses and types of grasses used on the course, there will be situations where the guidelines cannot be met exactly. When not conducting a PGA TOUR event, you and the golf course superintendent at your facility may authorize changes.

These Guidelines are intended for the use of the golf course superintendent and the tournament sponsor. Although they are written for use at a PGA TOUR event, they may be useful in the day-to-day conditioning of your golf course.

The preparation of the golf course should begin early in the year to avoid any short-term programs which may not be in the best interest of the golf course and the playing conditions. If you are hosting a PGA TOUR event, the PGA TOUR Agronomy Department is available to offer any assistance that is needed for the preparation of the golf course. You are also encouraged to seek the advice of other agronomic agencies such as the USGA Greens Section, at any time.

When golf courses are well prepared on a daily basis, it is much easier to provide quality playing conditions. The guidelines for the specific areas of the golf course and grounds are as follows:

Teeing Grounds:

Level and close-cropped tees are best for tournament play. The tournament tees should be protected from normal play for several weeks prior to the tournament. Secure several rolls of erosion control netting or plastic mesh to cover the central areas of the teeing grounds on par 3 and short par 4 holes during practice rounds.

Follow a regular program of aerating, verticutting, and nitrogen control to eliminate thatch. Spongy turf presents a real problem for the player. Regular maintenance practices should be followed on the tournament tees. Some clubs do not use the tournament tees for regular play. If this is the case at your club, extra attention must be paid to the tees.

Fairways:

The importance of close-cropped fairway turf cannot be overemphasized. Fluffiness in fairway turf is undesirable. The fairways should be firm, with a tight turf. Avoid overwatering. Mowing heights for tournament play should be established weeks in advance. Last-minute reductions in mowing heights can cause "scalping" and uneven cuts.

Fairways should be cross-cut prior to the event. During the week of the tournament, fairways should be mowed daily (usually in the late afternoon) when the grass is dry. Mow clockwise and counterclockwise.

Drag dew from fairways prior to play each morning.

Putting Greens:

Firm, keen, dry greens provide the best test for both approach shots and putts. A sound program of water control (using as little water as possible) will help produce championship greens.

The great tendency is to over-water. Over-watering is bad for the long-term health of the turf. Soft greens do not reward the skillful shot and are more difficult to maintain in top-quality condition.

Establish a program of protecting areas of the greens to be used for cup settings for the tournament. Use front of greens for member play and centers of greens for practice rounds.

Repair all old hole plugs that have been raised or sunken 1-2 weeks prior to the event. Hole changing is an important part of tournament preparation. The person changing the holes should be the best on the maintenance crew. Great care should be taken to make all plugs even.

Roughs:

If the tournament is to be a true test, it is very important that roughs be established in accordance with PGA TOUR cutting heights. Roughs should be fertilized, if necessary, to achieve this condition. They should be consistent in height; clumps of grass are undesirable.

Walk Paths:

Five- to six-foot-wide walk paths should be mowed between the tournament tees and the start of the fairways.

Practice Areas:

Practice areas should be maintained similarly to comparable areas on the course. Practice tees should be mowed daily at the same height as fairways.

Because of their heavy use, institute a program of top dressing and seeding divots during the event.

For several weeks in advance of the tournament, arrange to locate practice play away from the areas to be used during tournament week.

Cutting Heights and Widths:

Following are average heights and widths of cut which The PGA TOUR requires when preparing a course for a PGA TOUR event. Density sometimes can be more important than height:

	Height		Width
	Non-Bermuda	Bermuda	
Tees:	Not over ½ inch	Not over ½ inch	
Fairway Areas:			
Fairway	½ to ¾	½ inch	25-35 Yds.
Collar off fairway (light rough)	2 inches	1½ inches	4-6 Ft.
Rough-heavy	4 inches when mowed with rotary, 3 inches when mowed with reel mowers	3 inches when mowed with rotary, 2½ when mowed with reel mowers	

Putting Green Areas:	Height		Width
Putting Green	9-10 feet when measured with a stimpmeter	9-10 feet when measured with a stimpmeter	
Collar off green	½ inch	½ inch	30-48 In.
Light rough off collar	1½-2 inches	1½ inches	4-6 Ft.
Rough-heavy	4 inches when mowed with rotary, 3 inches mowed with reel mowers	3 inches when mowed with rotary, 2½ inches when mowed with reel mowers	

Cutting Heights and Widths Senior Tour:

	Height		Width
	Non-Bermuda	Bermuda	
Tees:	Not over ½ inch	Not over ½ inch	
Fairway Areas:			
Fairway	½ to ¾ inch	½ inch	35-40 Yds.
Collar off fairway (light rough)	1¼ inches	1¼ inches	4-6 Ft.
Rough-heavy	2 inches	2 inches	
Putting Green Areas:			
Putting Green	8½ feet on Stimpmeter	8½ feet on Stimpmeter	
Collar off green	½ inch	½ inch	30-48 In.
Light rough off collar	1¼ inches	1¼ inches	4-6 Ft.
Rough-heavy	2 inches	2 inches	

Bunkers:

Any fresh sand needed in bunkers should be put in three months in advance of the tournament so that it will settle; if there is inadequate rain to pack it, water it artificially. Do not add sand that has rounded particles.

Suitable sand includes what is known as plasterer's sand, mason's sand or brick sand. Sand which will pass through a one-eighth inch sieve opening and which has had silt and very fine sand particles removed by washing will resist packing. Sand particles which are rounded in shape tend to shift under a player's feet, whereas sand with angular particles is more suitable. Bunkers should be free of stones.

Sand in the face of the bunkers must be no more than 2 inches in depth. This will prevent a ball from being lost.

Rakes that will not leave large furrows should be provided at each bunker. Bunkers will be maintained by hand raking during the tournament.

Rakes should be placed outside the bunkers away from play.

Players should not be able to putt out of greenside bunkers. To prevent this, establish a "lip" about two to four inches high on the greenside edges of the bunker. There should be no lip on sides or rear of bunkers. There should be no lips on fairway bunkers.

Flags and Flagsticks:

Standardization of flagsticks and flags among tournament sites is important to the player who must play a different course every week. Provide flagsticks of the following specifications:

Material:	Fiberglass
Height:	At least seven feet
Diameter:	One-half inch from top to bottom- no taper
Color of Flagstick:	Bright yellow. Solid
Color of Flag:	Bright yellow. Solid

Using yellow is a **recommendation** because people who are color-blind, or have a color deficiency, can distinguish yellow in contrast to green background. This does not mean your club must use yellow.

Cup Liners:
Provide aluminum cup liners that are in good condition so that the flagstick will stand straight in the hole.

If the tournament is to be televised, supply a small can of latex base white paint, and a one-inch brush, so that the inside of the cup can be painted at the televised holes.

Filling Divots:

Certain areas of the course, particularly short holes, require the filling of divots. A mixture of sand, seed and topsoil should be used to fill divots. Care should be taken to ensure the filled divot is level with the surrounding ground. A bad lie in a repaired divot will generate complaints from players.

Riding Greens Mowers:

The PGA TOUR prefers the use of hand mowers for their tournaments rather than the use of triplex equipment. However, if riding units are used, the perimeter cut of the green should be made with a hand mower.

Rain Preparations:

It is vital to the tournament schedule that equipment be available to remove water from greens when play is delayed by rain. It is often necessary to remove water from the teeing grounds as well. You should have twelve squeegees available for each course used in the tournament.

Trees:

Fill tree basins (or wells) around trees with soil or mulch. Also, remove support wires and tree wrappings.

Prune low-hanging branches to facilitate gallery movement and where they might interfere in the playing of a shot. Trees should especially be trimmed near the teeing ground and greens.

Ground Crew:

Arrange hours of work to conform with starting and finishing times for the tournament.

Workers are not to wear heavy cleated shoes or boots while working on greens.

Vehicles:

Control vehicles on course and limit them to those necessary for work. Establish times and routes to avoid congestion and noise while play is in progress. Recommend routes for vehicles used by concessionaires, TV, etc.

Careful attention must be given to where vehicles are to be used when the course is soft or wet, as course damage will result from traffic.

Extra Maintenance Equipment:

Two fairway mowing units are a must. Weather problems are often encountered which give little time for mowing. The time of year and the use of two tees for starting are major factors dictating this requirement.

Signs Identifying Tees and Greens:

Identify all holes with hole number, yardage and par on both sides of signs to be located at exits of greens and entrances to tees. Signs should be mounted on a pole to extend eight feet above the ground and made of 1½" x 1½" or 2" x 2" lumber. Signs should be 12" high and 15" wide. If possible, mount poles in metal pipe or sleeve for easy removal.

Course Design Changes:

When hosting a PGA TOUR event, the PGA TOUR should be notified immediately of any proposed change in the golf course, any flood damage or any work that requires taking a hole out of play or that affects the playability of the golf course.

Water Coolers:

Water coolers should be provided on all tees on Tuesday of tournament week.

Toilets for Contestants/Caddies:

A toilet for **contestants and caddies only** should be provided at approximately the middle of the front and back nines and inside the ropes.

Equipment Requirements for Tournament Preparation:

Two (2) mowers for cutting tees.
Two (2) fairway mowing units.
Five (5) single mowing units, **or**
Two (2) Triplex greens mowers with backup.
One (1) mower for cutting secondary rough.
Two (2) mowers for cutting primary rough.
Two (2) sets of cup change equipment, extra hammers, stakes, flags, flagsticks, tee markers and adequate paint and spray guns.

The above equipment must be in good working order. All mowing equipment should be sharp, adjusted properly and set at specified heights of cut.

If brushes or combs are used on greens mowers prior to the tournament, they should be removed from the units one week before the tournament play begins. The use of wheeled or grooved rollers is acceptable.

Cup changing equipment should be sharpened before the tournament to ensure clean-cut, even holes.

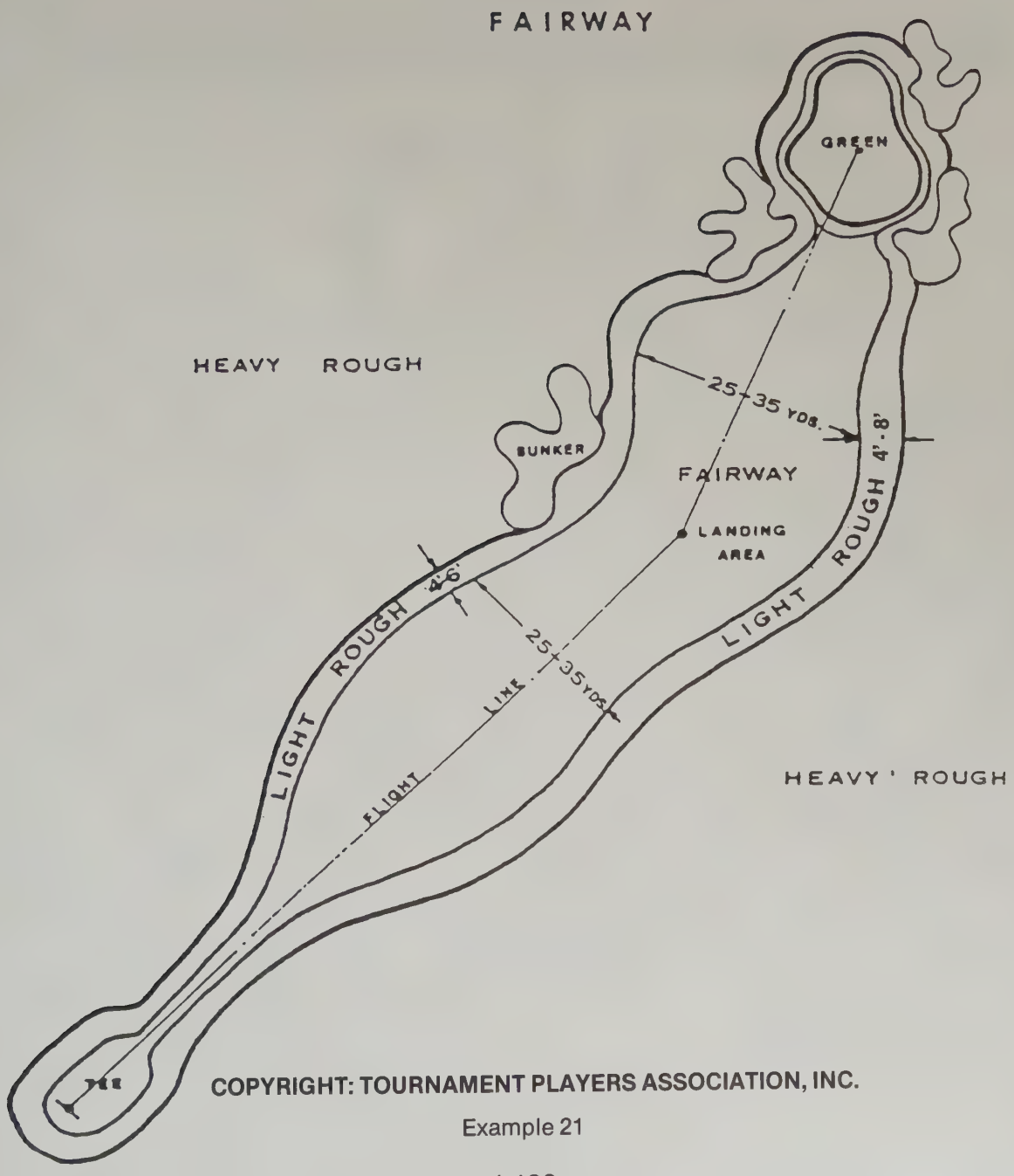
Determining Height of Cut:

A reel mower operates in the same manner as a pair of scissors. The revolving blades form one cutting edge and the stationary blade (bed knife) forms the other. Height of cut for fairway and rough mowers is determined by placing the unit on a solid flat surface and measuring to the top of the bed knife with a ruler.

To check height of cut on greens mowing equipment, a gauge is used. This is a flat piece of steel with a screw threaded through it. The gauge is placed under the front roller (A) and the rear roller (B) and the screw adjusted until it slides over the bed knife (C). The distance from the top of the piece of steel (D) to the bottom of the screw head (E) is the height of cut.

PGA TOUR

Tournament Preparation Guide



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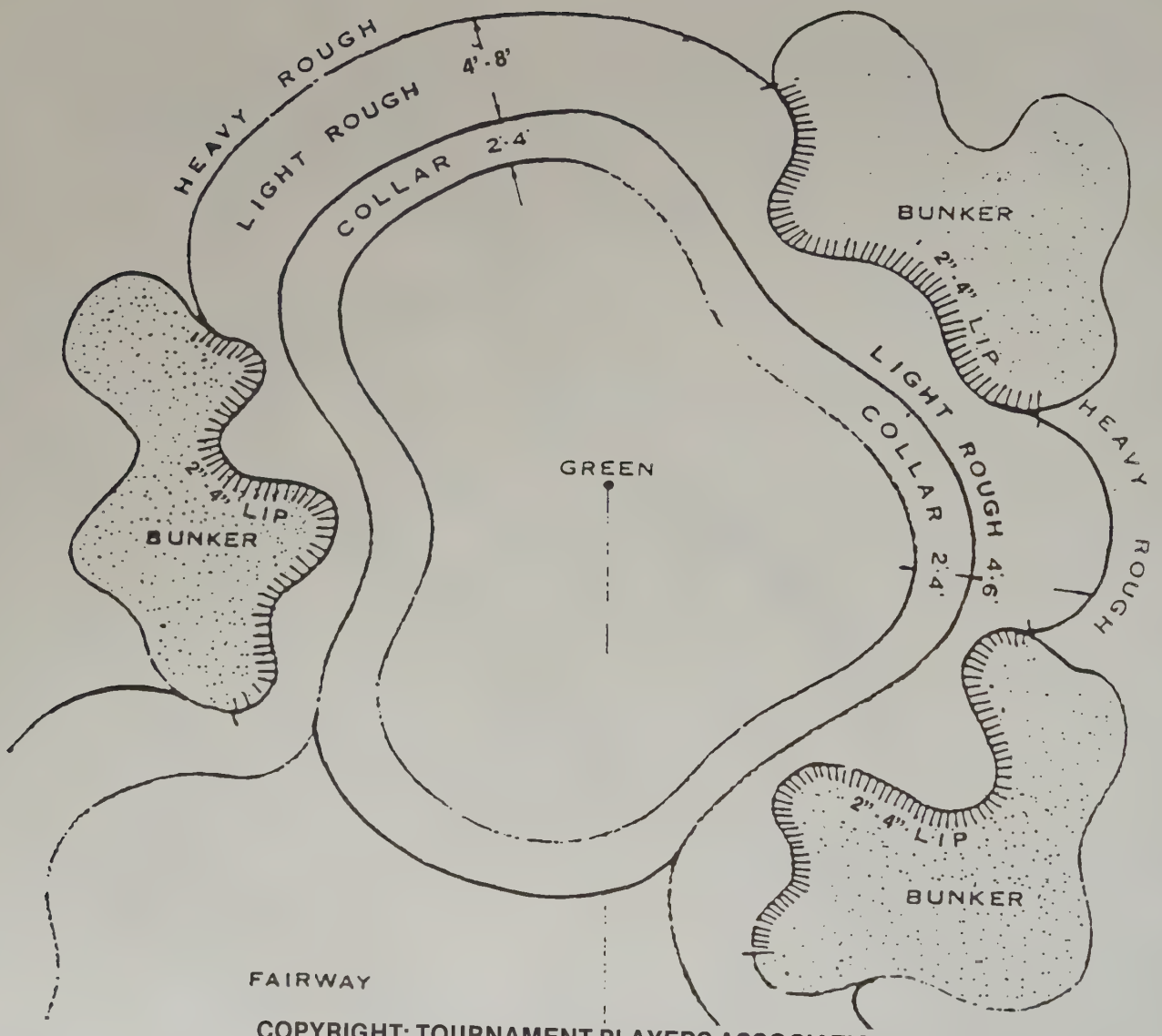
Example 21

PGA TOUR

Tournament Preparation Guide

GREEN



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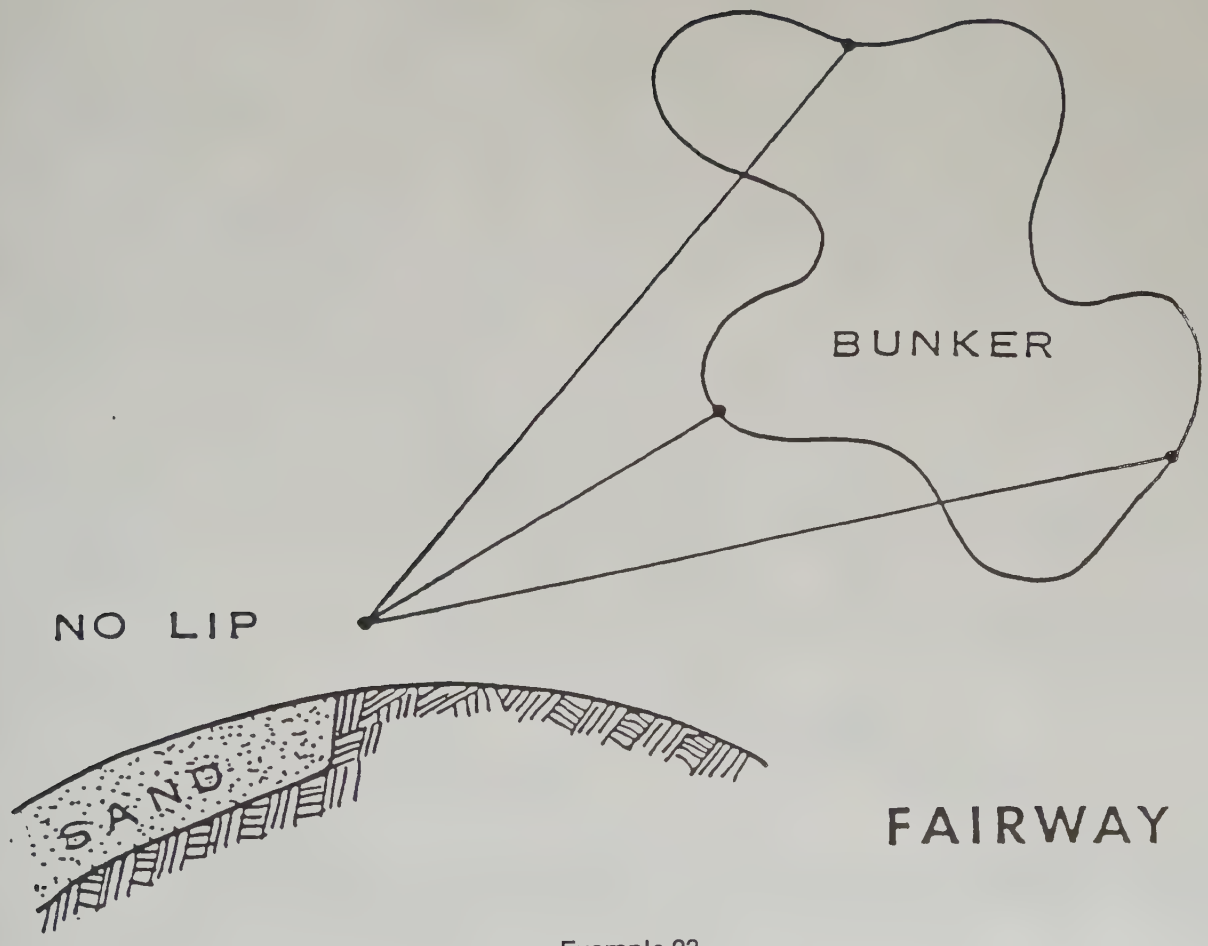
Example 22

PGA TOUR

Tournament Preparation Guide

BUNKERS

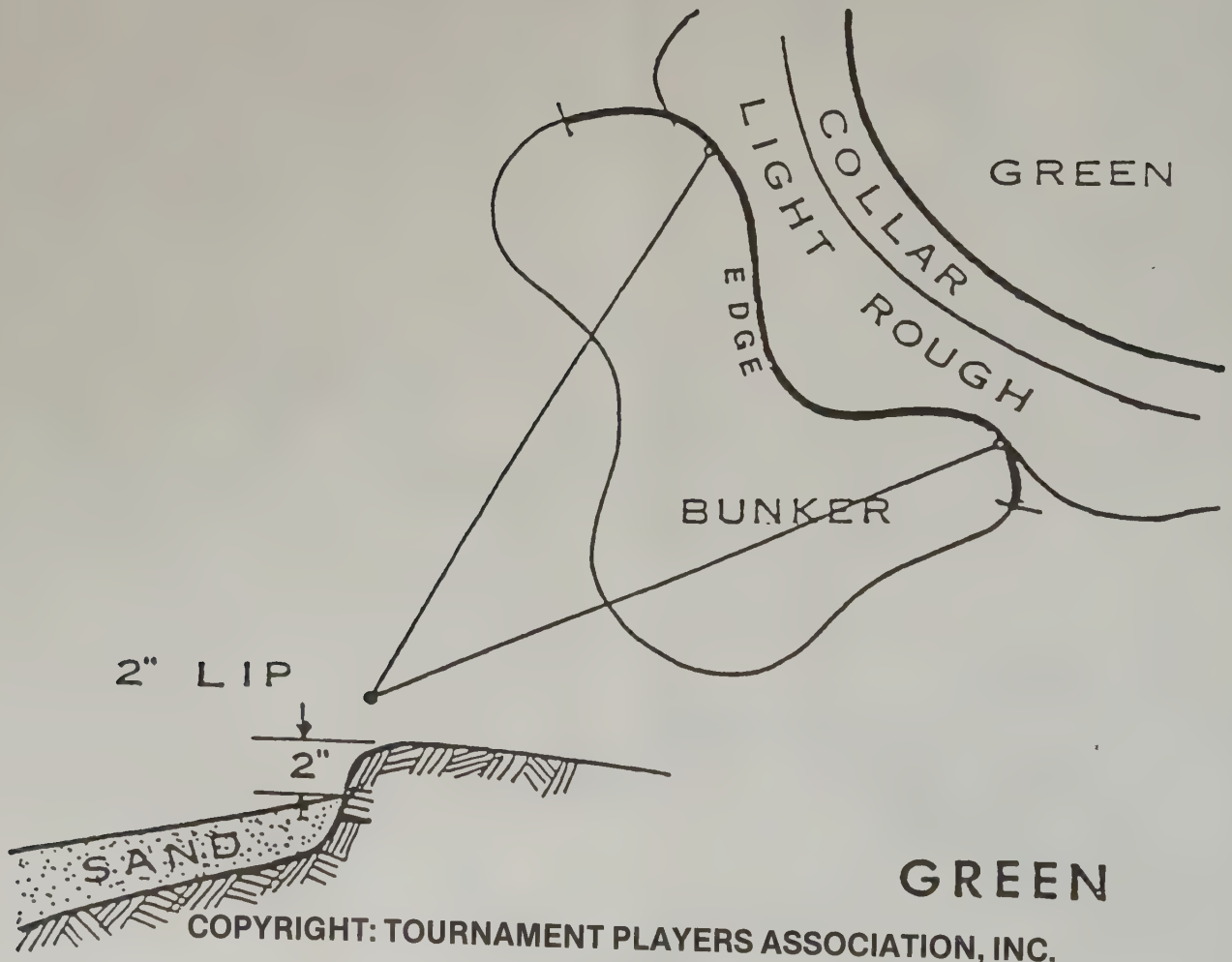


Example 23

PGA TOUR

Tournament Preparation Guide

BUNKERS



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Example 24

PGA TOUR

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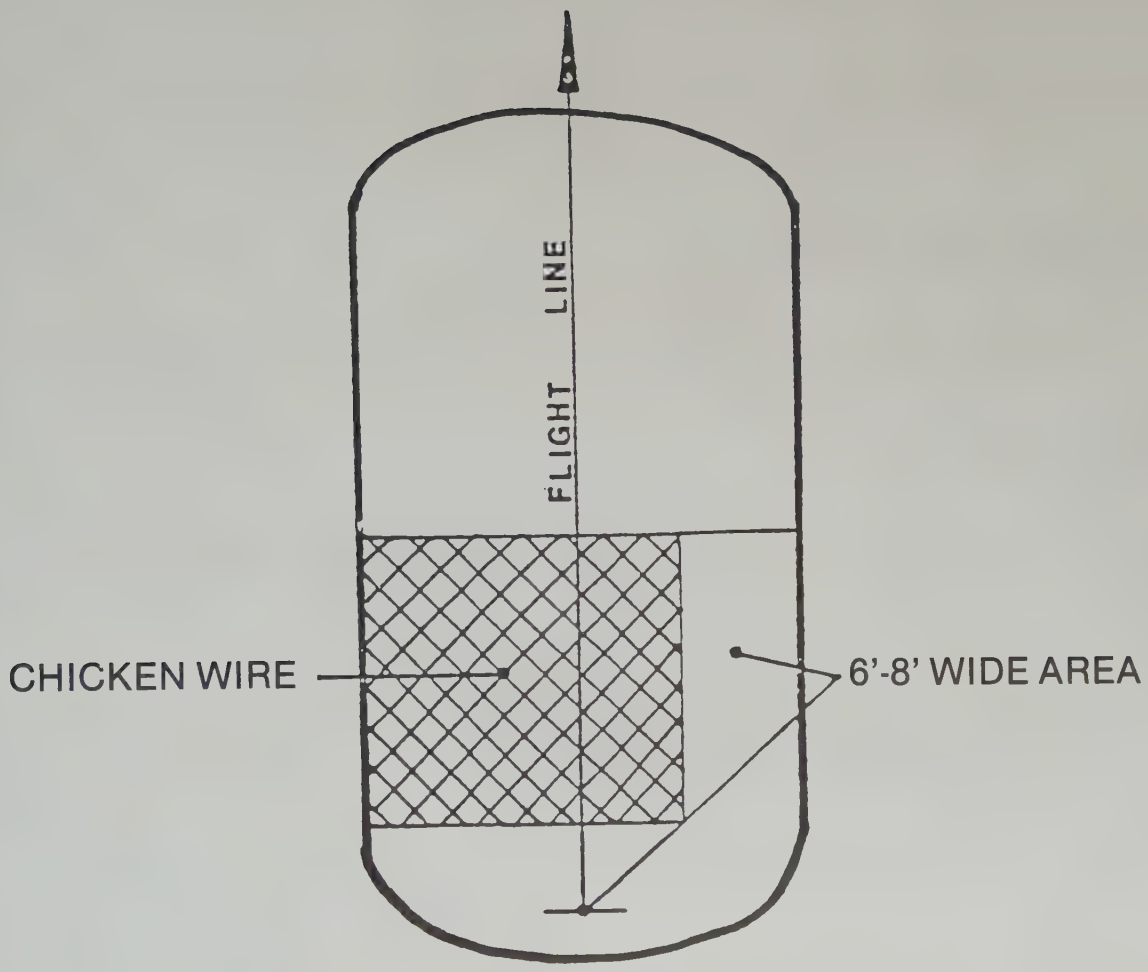
PAR 3 TEES



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Example 25

GOLF COURSE CONDITIONING — CHAIRPERSON'S CHECKLIST

Early:

1. Organize committee. Decide if changes in golf course are necessary.

2. Meet with golf course superintendent and discuss implementation of PGA TOUR guidelines, if hosting a PGA TOUR event.

3. Arrange for PGA TOUR Agronomist to visit golf course 3-4 months in advance of event (if a PGA TOUR event is being held).

4. Arrange for visit by USGA Greens Section.

One Month Before Tournament:

5. Begin periodic inspections of golf course to make sure PGA TOUR requirements are being adhered to (if applicable) with regard to cutting, watering, etc.

One Week Before Tournament:

6. Meet with PGA TOUR advance man (if applicable) and course superintendent to discuss final preparations for tournament.

Week of Tournament:

7. Be on hand at all times. Help coordinate activities of ground crew.

After Tournament:

8. Write a report for the general chairman with observations and recommendations for next year.

GOLF SHOP

GOLF SHOP

As head professional, you do take pride in your golf shop. It can reflect your standards and emphasize your strengths or weaknesses without a word being spoken. As tournament day approaches, take extra care to ensure your shop is in A-1 order—stocked and ready to roll! Tournament participants **will** notice your shop, and it **will** make an impression on them, so be sure that impression is a positive one. The following is a checklist that you, your assistants and your shop clerk may use as a guideline for getting your shop in order:

1. Several months prior to the event, order shirts, sweaters, caps and other merchandise that need to carry the tournament logo, if applicable. Make sure you order a good range of sizes and colors.

2. Several weeks prior to your tournament, give your shop a thorough housecleaning. This precleaning will make it easier for Golf Shop Staff to do regular cleaning during the tournament.

3. Check air conditioners or heaters to ensure they are in good working order (filters cleaned, etc.) to avoid potential problems when you least need them.

4. Line up additional staff to help behind the counter or wherever needed during busy hours.

5. Brief all shop attendants or employees with information they may need so they can answer questions. Provide them with typed, easy to-read information about the event and place this information behind the counter, by the telephone or in other pertinent areas so it will be easy to access. Make sure they have an up-to-date list of all tournament participants.

6. A lot of effort in trying to locate people during busy times can be eliminated if a bulletin board is provided in the golf shop or near the scoring area for messages that need to reach tournament players. Make the players aware of its location.

7. Have extra change and small bills in the cash register for drink machines, driving range, etc.

8. Stock your counter with plenty of charge slips, golf car tickets, VISA and MASTERCARD slips and other necessary items.

9. Have a list of the country-club affiliations of tournament participants if charges are to go back to their clubs.

10. Have your golf shop hours publicized in an obvious spot. Be sure to open on time!

11. Have a sign listing the names of all golf shop employees and their positions. Consider having shop employees dress uniformly and wear name badges.

12. Stock plenty of balls, tees, gloves and other items that you know will be big sellers. Have a good selection of merchandise for winners to use with their gift certificates. Merchandise should be "blocked" each day and restocked for multi-day events.

13. Stock those big items like clubs, bags, etc., which might be needed.

14. On the last day of your event, have a sale to move items that carry the tournament logo. Otherwise, you may be stuck with merchandise that may never sell.

15. As an optional flair, you should consider decorating your shop with the theme of your event if it carries one.

Add to this list the things that are unique to your particular shop. Regardless of the size of your shop, do your best with what you have. Even with limitations, your shop can be clean, organized and well-run. Your golf shop is a reflection of you.

GROUPINGS

GROUPINGS AND REGROUPINGS

Since groupings are of utmost importance to players and of interest to spectators it is desirable to determine the groupings and prepare the grouping sheets as soon as possible. Following are some guidelines to be considered when making groupings:

1. The groupings should be typewritten.
2. The type of event will dictate whether to use 6, 7, 8, 9 or 10 minute intervals (starting times). Starting times in bigger tournaments usually run ten minutes apart for groups of four, eight minutes for groups of three, and six minutes for groups of two. However, at courses which have a short par four, a par three, or a two-shot par five very early in the nine, it may be necessary to add a minute. Club events with very close supervision can usually be teed off in eight minutes, even with groups of four. (See examples of groupings and starting times on pages 1-115 through 1-119.)

   Groups of Two - 7 minutes
   Groups of Three - 8 minutes
   Groups of Four - 8 minutes
   Scotch Foursome - 6 minutes
   Scramble - 4-5 man - 7 minutes
   Scramble - 3 or under - 6 minutes

3. The grouping sheet should state:
   a. Association conducting event - address and telephone number.
   b. Format.
   c. Location of event.
   d. Percentage of handicap to be used.
   e. Procedure, re: discontinuance of play (have siren available).
   f. Officials of the day - rules committee, etc.
   g. Starting times and listed players in order of play.
   h. If qualifying round - the time and place of playoff.
   i. Number of places being played for.

4. In club events pair slower players together at end of field or pair with faster players. Make it clear that enforcement of slow play penalties will apply.

Match Play Events:

I. Without A Qualifying Round:

All entrants may be paired to matches or assigned first-round byes as soon as entries close. The draw may be completely blind, or certain players may be distributed through different quarters or eighths so that they could not meet until later rounds.

II. With A Stroke Play Qualifying Round:

The draw may be done in one of three ways:

1. The General Numerical Draw may be used (see below).
2. Certain players may be distributed through different quarters or eighths.
3. Completely blind.

In planning a handicap competition at match play, it should be decided in advance whether qualifying is to be at scratch or with handicaps. Qualifying at scratch is recommended to avoid pairing high- and low-handicap players in the same flight.

Only players who expect to play all matches should enter.

III. General Numerical Draw:

Each qualifier is assigned a number in accordance with his position, as determined by his qualifying score.

For determining places in the draw, ties in qualifying rounds other than those for the last qualifying place shall be decided by the order in which scores are returned, the first score to be returned receiving the lowest available number, etc. If it is impossible to determine the order in which scores are returned, ties shall be determined by blind draw. A tie for last qualifying place is decided by a hole-by-hole playoff. This is customarily held immediately after the qualifying round.

Players are grouped by number for matches as follows:

Upper Half			Lower Half	
		64 Qualifiers		
1 vs. 64	4 vs. 61		2 vs. 63	3 vs. 62
32 vs. 33	29 vs. 36		31 vs. 34	30 vs. 35
16 vs. 49	13 vs. 52		15 vs. 50	14 vs. 51
17 vs. 48	20 vs. 45		18 vs. 47	19 vs. 46
8 vs. 57	5 vs. 60		7 vs. 58	6 vs. 59
25 vs. 40	28 vs. 37		26 vs. 39	27 vs. 38
9 vs. 56	12 vs. 53		10 vs. 55	11 vs. 54
14 vs. 41	21 vs. 44		23 vs. 42	22 vs. 43
		32 Qualifiers		
1 vs. 32	4 vs. 29		2 vs. 31	3 vs. 30
16 vs. 17	13 vs. 20		15 vs. 18	14 vs. 19
8 vs. 25	5 vs. 28		7 vs. 26	6 vs. 27
9 vs. 24	12 vs. 21		10 vs. 23	11 vs. 22
		16 Qualifiers		
1 vs. 16	4 vs. 13		2 vs. 15	3 vs. 14
8 vs. 9	5 vs. 12		7 vs. 10	6 vs. 11
		8 Qualifiers		
1 vs. 8	4 vs. 5		2 vs. 7	3 vs. 6

If there are insufficient players to complete a flight, byes may be used to complete it. If there is one bye, the player in the No. 1 position in the draw should receive it. If there are two byes, the players in the No. 1 and No. 2 position in the draw should receive them, and so on. Otherwise, draw for byes.

If the defending champion is exempted from qualifying and the General Numerical draw is used, it is customary to give him the No. 1 position in the draw. The matter should be settled in advance.

Status Of Defending Champion In Qualifying:

Whether a defending champion should be required to qualify is up to the Committee, which should announce its decision in advance. In USGA championships with qualifying as part of the championship proper, the last previous winner is not exempt from qualifying because the events are tests of current ability.

If a defending champion is exempt from qualifying and elects to compete for a prize in the qualifying round, equity requires that he forfeit his automatic qualification and compete on the same basis as all other competitors in that round.

Consolation Flight:

A consolation flight may be arranged for players who lose first-round matches. In making up the consolation draw, losing players take positions in the same sequence as the original draw.

Order Of Play In Flights:

When matches in all flights are played on the same day, recommend that matches in any given flight be started consecutively.

Responsibility For Arranging Matches:

When matches may be played anytime within a stipulated period, the player whose name appears on the upper line of each bracket may be assigned the responsibility for contacting his opponent and arranging a time for playing the match.

Defaults:

If a player defaults in the first round, the Committee must determine if he is eligible to compete in a consolation flight. If the player had an acceptable reason for defaulting, he should be allowed to compete in the consolation. If he had no acceptable reason for defaulting, he should be considered to have eliminated himself from further competition.

Regrouping For Later Rounds:

When players are regrouped by scores for the final round(s) of an event, count the number of players and divide by the number to be in each group of two, three or four. If groups of three are used, but the number doesn't divide by three evenly, be sure you tee off your one or two groups of two first (highest scores) then work your way up to the leader who teed off last. It was common practice for years to group players by scores that ranked one-three-five then the next threesome two-four-six, etc., but that procedure has become obsolete. Nowadays, the practice is to use one-two-three, four-five-six, etc. This keeps leaders closer together, making it easier for the press to cover the event.

Tournaments of ninety (or more) holes can be held, although these formats are unusual. You might have two, three or even four cuts depending on the size of the field and the time frame allowed for the event.

Team Stroke Play Events:

There are a few "major" tournaments that have a team format. Partners usually pick their own teams, and seventy-five of these teams would make up a field of 150. The event format is Four Ball Stroke Play.

Remember, regrouping is just as important as initial pairings.

Shotgun Starts:

See Examples 28 and 29 on pages 1-120 and 121 for shotgun starts. Also, Example 30 on page 1-122 for a sample shotgun starting sheet.

Groupings and Starting Times for First Round, 1986 PGA Championship, August 7 — 10, 1986

Grp	Thur Aug 7	NAME, CITY, STATE	1st Rnd	2nd Rnd	3rd Rnd	Total
1	7 00	JAMES BLAIR Layton UT (R) LARRY BABICA Fresno CA (B) DAVID DUSCHANE St Paul MN (G)				
2	7 09	SCOTT BESS Columbia MO (R) STEVEN VERIATO Wimberley TX (B) RIVES McBEE Irving TX (G)				
3	7 18	RICK VERSHURE Woodmere NY (R) LARRY WEBB Tubac AZ (B) GARY ROBINSON Old Hickory TN (G)				
4	7 27	JEFF FOXX Scarsdale NY (R) RON WELLS Springfield OR (B) MIKE SAN FILIPPO Miami FL (G)				
5	7 36	D A WEIBRING Plano TX (R) JODIE MUDD Louisville KY (B) MIKE REID Provo UT (G)				
6	7 45	LARRY RINKER Winter Park FL (R) KEN BROWN Harpenden England (B) LENNIE CLEMENTS San Diego CA (G)				
7	7 54	MANUEL PINERO Madrid Spain (R) LEONARD THOMPSON Myrtle Beach SC (B) OSSIE MOORE Queensland Australia (G)				
8	8 03	PAUL WAY Tonbridge Kent England (R) DAVID FROST Greenvale FL (B) TOMMY NAKAJIMA Narita City Japan (G)				
9	8 12	DAVE BARR Kananaskis Alberta Canada (R) ARNOLD PALMER Ligonier PA (B) IAN WOOSNAM Shropshire England (G)				
	8 21	Starter's Time				
10	8 30	LARRY MIZE Columbus GA (R) KEN GREEN Watertown CT (B) LANNY WADKINS Mauna Lani HI (G)				
11	8 39	ANDY NORTH Madison WI (R) DAN POHL Carefree AZ (B) MARK WIEBE Littleton CO (G)				
12	8 48	TOM PURTZER La Quinta CA (R) RAYMOND FLOYD Ft Pierce FL (B) DR GIL MORGAN Edmond OK (G)				
13	8 57	JOHN COOK Rancho Mirage CA (R) DAVID EDWARDS Edmond OK (B) BERNHARD LANGER West Germany (G)				
14	9 06	HUBERT GREEN Shoal Creek AL (R) GREG NORMAN Orlando FL (B) LARRY NELSON Marietta GA (G)				
15	9 15	JOEY SINDELAR Boca Raton FL (R) JOHN MAHAFFEY Woodlands TX (B) KENNY KNOX Tallahassee FL (G)				
16	9 24	LEE TREVINO Dallas TX (R) DANNY EDWARDS La Quinta CA (B) DAVID GRAHAM Dallas TX (G)				
17	9 33	CURTIS STRANGE Williamsburg VA (R) NICK PRICE Orlando FL (B) HALE IRWIN Kapalua HI (G)				
	9 42	Starter's Time				

Grp	Thur Aug 7	NAME, CITY, STATE	1st Rnd	2nd Rnd	3rd Rnd.	Total
18	9 51	DOUG TEWELL Edmond OK (R) COREY PAVIN Los Angeles CA (B) FUZZY ZOELLER Williamsburg VA (G)				
19	10 00	BOB GILDER Carmel Valley Ranch CA (R) BRUCE LIETZKE Ation OK (B) TOM KITE JR Austin TX (G)				
20	10 09	MAC O GRADY Palm Springs CA (R) TIM SIMPSON Dunwoody GA (B) GARY KOCH Tarpon Springs FL (G)				
21	10 18	ANDREW MAGEE Edmond OK (R) MIKE SULLIVAN Ocala FL (B) BOBBY WADKINS Richmond VA (G)				
22	10 27	HOWARD CLARK Leeds England (R) PAUL AZINGER Bradenton FL (B) PAT McGOWAN Pine Needles NC (G)				
23	10 36	ED DOUGHERTY Linwood PA (R) DAN HALLDORSON Brandon Manitoba Can (B) MARK HAYES Edmond OK (G)				
24	10 45	PETER OAKLEY Lewes DE (R) JAY OVERTON Innisbrook FL (B) GARY OSTREGA Colonia NJ (G)				
25	10 54	RICK ACTON Redmond WA (R) DWIGHT NEVIL Pollsboro TX (B) BOB LEAVER Winston Salem NC (G)				
	11 03	Starter's Time				
26	11 12	LYNN JANSON Grand Rapids MI (R) KEVIN MORRIS White Plains NY (B) MIKE SCHLUETER Aiken SC (G)				
27	11 21	KEN ALLARD Rochester MI (R) ROBERT HOYT Irving TX (B) PAUL WISE Los Angeles CA (G)				
28	11 30	BOB ACKERMAN Aurora IL (R) GREGG JONES Colorado Springs CO (B) CHARLIE EPPS Houston TX (G)				
29	11 39	LONNIE NIELSEN E Aurora NY (R) PATRICK FITZSIMONS Tucson AZ (B) WHEELER STEWART Alexandria VA (G)				
30	11 48	JEFF SLUMAN, Rochester, NY (R) TONY SILLS, Los Angeles, CA (B) BUDDY GARDNER, Birmingham, AL (G)				
31	11 57	BRAD FAXON Barrington RI (R) STEVE PATE Los Angeles CA (B) MARK McNULTY Cleveland OH (G)				
32	12 06	WAYNE GRADY Sebring FL (R) BRETT UPPER Dataw Island SC (B) WILLIE WOOD Oklahoma City OK (G)				
33	12 15	MASSY KURAMOTO Tokyo Japan (R) CHIP BECK St Simons Island GA (B) CLARENCE ROSE Goldsboro NC (G)				
34	12 24	GENE SAUERS Savannah GA (R) MIKE DONALD Hollywood FL (B) TZE-MING CHEN Taipei Taiwan (G)				

Grp	Thur Aug 7	NAME, CITY, STATE	1st Rnd.	2nd Rnd.	3rd Rnd.	Total
	12 33	Starter's Time				
35	12 42	SCOTT SIMPSON Makaha Valley HI (R) CRAIG STADLER Rancho Santa Fe CA (B) ISAO AOKI Tokyo Japan (G)				
36	12 51	ROGER MALTBIE Los Gatos CA (R) DONNIE HAMMOND Longwood FL (B) MARK McCUMBER Ravines FL (G)				
37	1 00	TOM WATSON Kansas City MO (R) MARK LYE Napa CA (B) BOB TWAY Edmond OK (G)				
38	1 09	PETER JACOBSEN Portland OR (R) DAN FORSMAN, Provo, UT (B) DENIS WATSON Venice FL (G)				
39	1 18	FRED COUPLES, Newport Beach CA (R) JACK NICKLAUS N Palm Beach, FL (B) WAYNE LEVI Utica, NY (G)				
40	1 27	CALVIN PEETE Ft Myers FL (R) MARK O MEARA Escondido CA (B) PHIL BLACKMAR Corpus Christi TX (G)				
41	1 36	SEVERIANO BALLESTEROS Pedrena Spain (R) JOHNNY MILLER Salt Lake City UT (B) RONNIE BLACK Corpus Christi TX (G)				
42	1 45	JIM COLBERT Las Vegas NV (R) JIM THORPE Buffalo NY (B) BEN CRENSHAW Austin, TX (G)				
	1 54	Starter's Time				
43	2 03	BOB MURPHY Stuart FL (R) BILL GLASSON San Diego CA (B) HAL SUTTON Shreveport LA (G)				
44	2 12	GEORGE BURNS Boynton Beach FL (R) SCOTT HOCH Orlando FL (B) DON POOLEY Tucson, AZ (G)				
45	2 21	ANDY BEAN Bradenton FL (R) NICK FALDO Surrey England (B) PAYNE STEWART Lake Mary FL (G)				
46	2 30	MIKE HULBERT Orlando FL (R) DAVIS LOVE III St Simons Island, GA (B) JOSE CANIZARES Madrid Spain (G)				
47	2 39	BARRY JAECKEL Palm Desert CA (R) DAVE STOCKTON LaQuinta CA (B) JAY HAAS Greenville SC (G)				
48	2 48	HOWARD TWITTY Scottsdale AZ (R) J C SNEAD Hot Springs VA (B) BOB LOHR Orlando FL (G)				
49	2 57	GARY HARDIN Philadelphia PA (R) JIM WHITE Lincoln NE (B) BILL SCHUMAKER Columbia City IN (G)				
50	3 06	LARRY GILBERT Doe Valley Lake KY (R) ROY VUCINICH Sewickley, PA (B) RAY FREEMAN Greensboro, NC (G)				
	3 15	Starter's Time				

Example 26

GENERAL FOODS PGA SENIORS' CHAMPIONSHIP
February 13-16, 1986

GROUPINGS AND STARTING TIMES

THURSDAY February 13 1st Tee	FRIDAY February 14 10th Tee	
7:30	11:30	Bill Hartley, Oceanside, CA Don Hoenig, Thompson, CT Bill Ezinicki, Bolton, MA
7:39	11:39	Jack O'Keefe, Santa Maria, CA Cal Mauldin, Massillon, OH Don Johnson, Salt Lake City, UT John Cleary, Newington, CT
7:48	11:48	Al Kelley Jr., Eustis, FL Ed Bello, Perry, NY Al Chandler, St. Louis, MO Jimmy Bellizzi, Olney, MD
7:57	11:57	Alex Sandahl, San Pedro, CA Bernie Haas, Whittington, IL Mickie Gallagher Jr., Palm Beach Gardens, FL Harold Kolb, Glen Cove, NY
8:06	12:06	Jim Ferree, Export, PA Art Wall, Sonoita, AZ Billy Maxwell, Jacksonville FL Lionel Hebert, Lafayette, LA
8:15	12:15	"Chi Chi" Rodriguez, Akron, OH Bruce Crampton, Dallas, TX Julius Boros, Ft. Lauderdale, FL Sam Snead, Boynton Beach, FL
8:24	12:24	Don Whitt, San Diego, CA Mason Rudolph, Clarksville, TN Bill Johnston, Phoenix, AZ Gordon Jones, Windermere, FL
8:33	12:33	Marty Furgol, New Port Richey, FL Michael Fetchick, Dix Hills, NY Joe Campbell, West Lafayette, IN George Bayer, Palm Desert, CA
8:42	12:42	Ralph Baker, Oklahoma City, OK Louis Carver, Robins AFB, GA Nick Locke, Medford, OR Joe Markham, Cleveland, TN
8:51	12:51	John Zontek, Daly City, CA Bob Crowley, Weston, MA George Thomas, Elkhart, IN Adolph Popp, Melbourne, FL

Example 27

GENERAL FOODS PGA SENIORS' CHAMPIONSHIP
February 13-16, 1986

Pairings and Starting Times
Page 2

THURSDAY February 13 1st Tee	FRIDAY February 14 10th Tee	
11:30	7:30	Mike Cer Janic, Waterloo, NY Bob Ellsworth, Palm Springs, CA Buddy Overholser, Bremen, IN Jon Gustin, Birmingham, AL
11:39	7:39	Lew Gifford, Huntington Beach, CA Jack Higgins, Broken Arrow, OK John Barnum, Lake Park, FL Frank Segaline, Canutillo, TX
11:48	7:48	Jennings House, Virginia Beach, VA Pat Chartrand, Rolling Hills, CA Paul Thomas, Zaneville, OH Bill Bishop, Philadelphia, PA
11:57	7:57	Bob Popp, Omaha, NE John Kalinka, Honolulu, HI Harold Reed, Palm Beach Gardens, FL Roger Floyd, Wagram, NC
12:06	8:06	Freddie Haas, Metairie, LA Fred Hawkins, Bristol, WI Al Besselink, Miami Beach, FL Ted Kroll, Boca Raton, FL
12:15	8:15	Don January, Dallas, TX Doug Sanders, Houston, TX Gene Littler, Rancho Santa Fe, CA Bill Collins, Palm Beach Gardens, FL
12:24	8:24	Miller Barber, Sherman, TX Mike Souchak, Largo, FL Tom Nieporte, Mamaroneck, NY Ken Still, Tacoma, WA
12:33	8:33	Buck Adams, Pinehurst, NC Art Silvestrone, Winter Park, FL George Lanning, Tacoma, WA Charles Owens, Tampa, FL
12:42	8:42	Ralph Montoya, Staatsburg, NY Ray Bolo, Redford, MI Bob Ross, Springfield, NJ Everett Vinzant, Overland Park, KS

GENERAL FOODS PGA SENIORS' CHAMPIONSHIP
February 13-16, 1986

GROUPINGS AND STARTING TIMES

THURSDAY February 13 10th Tee	FRIDAY February 14 1st Tee	
7:30	11:30	Luca Barbato, Lafayette, LA Mike Borsuk, Commack, NY Jerry Pisano, Flourtown, PA Charles Rotar, Canton, OH
7:39	11:39	Mal McMullen, Kokomo, IN Billy Farrell, Greenwich, CT Ralph Terry, Larned, KS Tom Talkington, Brighton, MI
7:48	11:48	Frank Guerrera, Wolcott, CT Mack Briggs, Shallotte, NC Manuel de la Torre, Milwaukee, WI Pete Hessemer, Houston, TX
7:57	11:57	Roy Beattie, Sylvania, OH Jack Webb, Des Moines, IA Ken Weiler, Park Ridge, IL Ken Judd, Lake Geneva, WI
8:06	12:06	Gardner Dickinson, Tequesta, FL Dow Finsterwald, Colorado Springs, CO Doug Ford, Lake Worth, FL Tommy Bolt, Evening Shade, AR
8:15	12:15	Gary Player, Cleveland, OH Paul Harney, Falmouth, MA Jack Fleck, Magazine, AR Dan Sikes, Jacksonville, FL
8:24	12:24	Mike Krak, Palm Beach Gardens, FL Orville Moody, Sulphur Springs, TX Howie Johnson, Rancho Mirage, CA Al Balding, Sebring, FL
8:33	12:33	Joe Kirkwood Jr., Studio City, CA Paul Runyan, Pasadena, CA Pete Cooper, Branford, FL ~~"Jug" McSpaden, Kansas City, KS~~ W/D
8:42	12:42	Al Mengert, Birmingham, MI William Eggers, Wilsonville, OR Jim King, Pompano Beach, FL Joe Moresco, Woodmere, NY

Example 27

GENERAL FOODS PGA SENIORS' CHAMPIONSHIP
February 13-16, 1986

GROUPINGS AND STARTING TIMES

THURSDAY February 13 10th Tee	FRIDAY February 14 1st Tee	
11:30	7:30	Glenn Teal, Singer Island, FL Bart Haltom, Fort Worth, TX Bob Bruno, Export, PA Chuck Workman, Farmingdale, NY
11:39	7:39	Ed Oldfield, Golf, IL Walker Inman Jr., Columbus, OH Ernie George, Stockton, CA Stan Thirsk, Overland Park, KS
11:48	7:48	Doug Higgins, Ft. Worth, TX Dick Howell, Newton, NJ Sam Harvey, Tucson, AZ Brown Cullen Jr., Louisville, KY
11:57	7:57	Joel Taylor, Colorado Springs, CO J.C. Goosie, Plant City, FL Ray Montgomery, Ft. Pierce, FL John Langford, Oklahoma City, OK
12:06	8:06	Jerry Barber, Burbank, CA Ed Furgol, Miami Shores, FL Gay Brewer, Mission Hills, KS Harold Henning, Orlando, FL
12:15	8:15	Arnold Palmer, Youngstown, PA ~~Tommy Jacobs, Rancho Santa Fe, CA~~ W/D Lee Elder, Washington, DC Billy Casper, Mapleton, UT
12:24	8:24	Joe Jimenez, Jefferson City, MO Charles Sifford, Brecksville, OH Bob Goalby, Belleville, IL Jimmy Clark, Bermuda Dunes, CA
12:33	8:33	Frank Freer, St. Louis Park, MN Chuck Malchaski, Tampa, FL David Findlay, Houston, TX Don White, Adrian, MI
12:42	8:42	Bill Ogden, Glenview, IL Ken Towns, Graeagle, CA Herman Scharlau, Palm Beach Gardens, FL John Mullaney, Cedar Falls, IA

45th ANNUAL AGC AFFILIATE DAY

LIST OF PLAYERS AND HOLE ASSIGNMENTS

ABC COUNTRY CLUB

FRIDAY, SEPTEMBER 7, 19____

12:30 P.M. SHOTGUN START:

ACKERS, DAVE	2-B
ALLEN, JIM	14-B
ALWORTH, LANCE	7-B
ASTLEFORD, BOB	10-A
BERNARD, KEN	3-B
BLAKE, CHUCK	8-B
BLANKENSHIP, HANK	15-B
BROWN, TOM	6-A
BROWN, E.A.	7-B
CALENTINE, BOB	13-B
CAMPBELL, ALEX	8-A
CAREY, DAN	11-A
CHAPEL, ROGER	9-B
CHIPMAN, BILL	3-A
CHRISTIAN, LARRY	4-A
CLARK, ROGER	A-4
COCHRANE, BILL	11-B
COFFMAN, JIM	5-A
CONNELLY, BILL	17-B
CONRAD, JOE	5-A
CONROY, MIKE	7-A
COOK, KEN	6-B
CRAMER, JACK	13-B

MEMORIAL HOSPITAL INVITATIONAL GOLF TOURNAMENT PAIRINGS

THURSDAY, OCTOBER 16, 19____

STARTING TEES

HOLE #1

1-A

Ron Blair, Ferd Fletcher, Wig Fletcher, Tony Moran

1-B

Jim Haugh, Hewes Bell, Ron Burgess, Kevin Pendergest

HOLE #2

2-A

Blair Duffy, Al Rosa, Chris Stavros, Doug Campbell

HOLE #3

3-A

Elliot Feuerstein, Mark Armstrong, Sam Stein, Art Rivkin

HOLE #4

4-A

Patrick Clark, Frank Montalbano, James Nelson, Edgar Thomas

HOLE #5

5-A

Jim Young, Lindsey Cerney, Brent Katsakos, Chet Knowles

5-B

Gordon Hesselbarth, Hugh Dickinson, L.T. Moore, Frank Cooper

HOLE #6

6-A

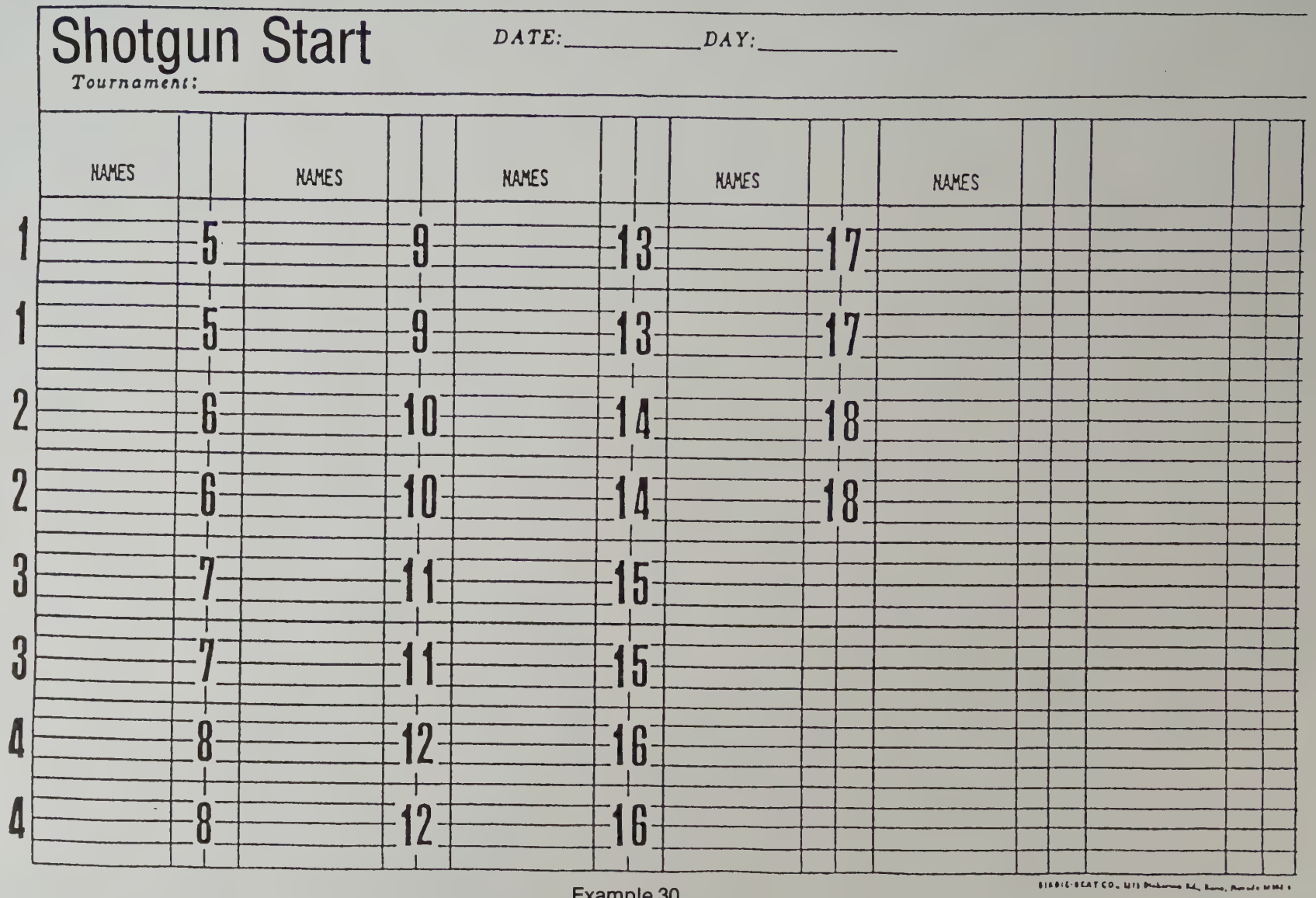
Ted Ball, Jackson Arnold, Walter Zable, Dan Crabtree

HOLE #7

7-A

Jack Stevens, Dale Beck, Peter Hoagland, Harold Coons

Example 29



Shotgun Start

*DATE:*_____ *DAY:*_____

*Tournament:*_____

	NAMES		NAMES		NAMES		NAMES		NAMES					
1		5		9		13		17						
1		5		9		13		17						
2		6		10		14		18						
2		6		10		14		18						
3		7		11		15								
3		7		11		15								
4		8		12		16								
4		8		12		16								

Example 30

HOLE LOCATIONS

HOLE LOCATIONS

The USGA suggests that the area two to three feet around the cup should be in good condition and have no steep slopes. "Good Condition" is a clean area, i.e., free of ball marks, worn spots, old hole plugs or foreign growth. The area does not have to be perfectly level but it should be relatively flat.

It is recommended, although not a specific rule, that the hole should be cut at least five paces from the edge of the putting surface. You may want to extend this recommended five-pace minimum distance when the hole location is guarded by bunkers or when a long, or downwind, shot to the green is required. The holding quality of the green should also be considered. Of course, this will change with the weather, the wind condition, the season and certainly the length a hole will be playing on a given day. If rain is forecast, avoid placing the hole locations in low areas of the green where water may stand, or otherwise drain off the green.

When hole locations are set for a competition, try to keep the course "in balance" by setting flagsticks at a variety of locations on the greens over the entire course. It is best to avoid a situation where most of the holes are cut on the right, left, front or back of the greens. There should be a mix of locations. Six easy, six medium and six hard placements is a good standard. For multi-day events, the hole location difficulty should remain the same for each day. It is fallacy that the course should either play progressively harder each day or that all hard hole locations should be saved for the final round.

Hole placements may be set the morning of play. This allows the best judgment of weather factors. Often, the evening before fits work schedules best. Predetermining approximate locations in advance of the event allows the superintendent to save those areas. When setting hole locations for practice rounds, event locations and traffic patterns should also be considered. New locations should be made for each day of the event. Consideration should also be given to the size of the field and caliber of the players, relative to the amount of daylight available to complete the day's play.

For stroke-play competition all players must play a single round with each hole cut in the same position. The exception, however, to Rule 33-2b states "when it is impossible for a damaged hole to be repaired so that it conforms to the definition, the Committee may make a new hole in a nearly similar location". In a match-play event, the hole location may be moved, if necessary, between groups playing a hole, so long as each player in the match played to the same hole location. If running a 36-hole event on one day, it is permissible to reset hole locations between rounds if time permits. It does help to ensure a better surface around the cup.

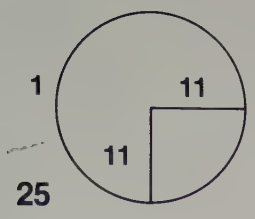
Hole Location Sheets:

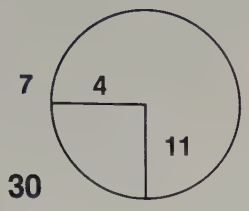
A feature that will add some "lipstick and mascara" to an event is distributing hole location sheets to participants (See example on page 1-125). The practice apparently originated on the PGA TOUR, where caddies would pace off flagstick locations prior to the day's round. Angelo Argea is generally credited for beginning the practice of pacing hole locations while caddying for Jack Nicklaus in the mid-1970's. In an attempt to furnish the same information, yet avoid interference with morning golf course maintenance, the TOUR began issuing daily hole locations sheets. These sheets are issued for every round at every event on the PGA TOUR.

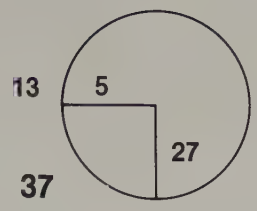
The distances on the sheets are in paces and represent how far the flagstick is located from the front edge of the green and the nearer side of the green. The number to the left of the circle indicates the total depth of the green.

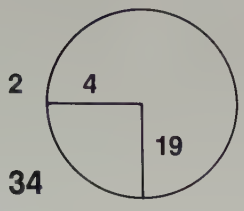
There may be only a few players in the field who would totally appreciate hole location sheets, but these are another way of touching all bases in tournament operation and going "an extra mile" with a professional touch.

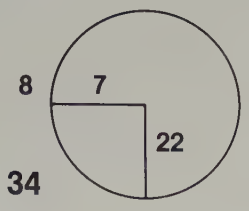
HOLE LOCATIONS MEASURED IN PACES

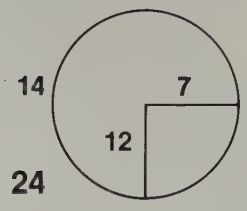


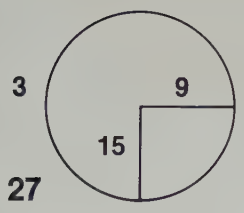


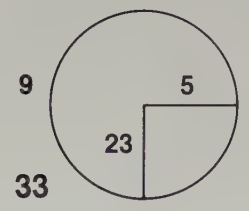


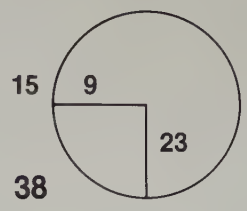


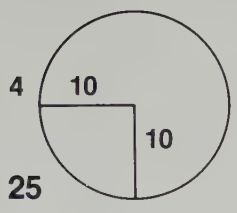


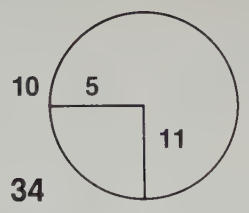


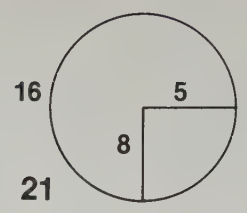


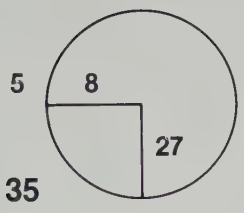


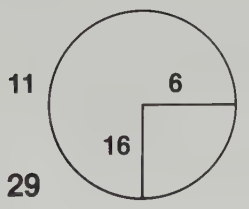


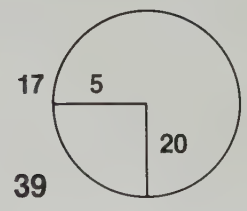


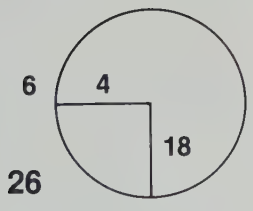


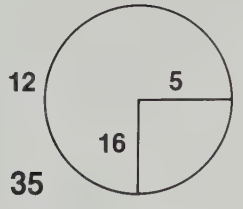


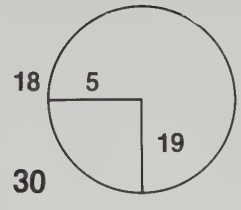












ROUND

DAY

DATE

TOURNAMENT

COURSE

Example 31

LOCKER ROOM

LOCKER ROOM

Many golf clubs are fortunate to have a locker room which is great collateral for service. A locker room or area supplements tournament service and provides a hospitable atmosphere if well-planned, accessible, clean and comfortable. The player's comfort from arrival at the club to departure at the conclusion of the tournament is enhanced if the locker area is prepared in the following manner:

1. Make empty lockers available to tournament guests. (Some clubs may require approval for use. A member and his/her guest may share a locker in a member-guest format.)
2. An attendant may be necessary for service and security.
3. If lockers are not available, provide a garment rack for hanging clothing in the locker-room area. Shoes may be stored under the racks.
4. Provide folding chairs or benches.

Provide the following supplies in the locker area (depending on budget and other limitations):

1. Refreshments (coffee, water, soft drinks, etc.)
2. First Aid supplies
3. Scorecards, pencils, tees
4. Facial tissue
5. Extra lighting as necessary
6. Reading material (golf magazines, etc.)

Flowers and colorful decorations can be placed in a women's locker area for minimal cost and can really brighten the room. Also, air fresheners should be used.

If showers and a lavatory are nearby, or connected, make certain that toilets and sinks are clean. The following should be provided tournament guests:

1. Soap and shampoo
2. Towels
3. Deodorant, hygenic materials
4. Hair-care items, hair dryer, brushes, combs
5. Disposable shower slippers.

Provide a bulletin board with the following tournament information:

—Information sheet, schedules
—Pairings, starting times or hole assignments
—Alphabetical list of players
—Hours of club operation
—Messages
—Daily tournament recap/summary

Other supplies and tournament-related amenities can be added to the locker room or area for little cost and will "dress up" any tournament.

If a locker area is not available, be creative. Find a corner in your storage area or clubhouse and set the area aside for storing players' clothing and/or shoes. Folding chairs or benches for changing shoes and a garment rack(s) for hanging items will be needed.

Prepare and organize the locker room as one would any other part of a well-run golf operation. Make sure it is clean and well-stocked at the end of each day's play so it will be ready for the next round. A tournament player may use the locker room as a forum for bragging over a good round or for "hiding" from some fellow players following a bad round.

LODGING

LODGING

Some golf tournaments may include or require overnight lodging for the participants or the committee. Following are considerations for an efficient lodging or housing plan:

First, determine what type of lodging is required:

—Private Housing
—On-Site (Course) Lodging
—Off-Site Lodging
—Alternative Lodging for Overflow

If private housing is required (contestants only).

1. Appoint a coordinator (at least one year in advance).
2. Determine number of lodgings needed.
3. Contact members or home owners interested in quartering or renting to contestants.
4. Estimate transportation requirements
   —to and from club
   —airport
5. Match contestants with lodgings—placement should be by committee only.
6. Determine availability of alternative housing/motels (overflow).
7. Have the Housing Committee or representative at the registration desk.

Private housing is usually a requirement for larger, major golf tournaments such as the National Junior Championships and others. The USGA and other major golf associations have information available on private housing you can utilize in your planning.

Points to consider in booking a group for lodging:

1. Prepare data regarding the requirements (number of people, type of event, shotgun start, etc.), the budget and the program.
2. Date of availability of accommodations.
3. Rates: Determine extra charges such as service fees and see if they are negotiable.

4. Availability and allocation of course-side lodging
5. Golf starting times (time factors may dictate the distance from the course that certain persons or groups can be housed)
6. Availability of transportation to facility
7. Food Service - availability and price
   banquet facilities, size and menu
8. Registration requirements
9. Deposits, cancellation clauses and penalties
10. Payment procedures: master billings, cash accounts
11. Golf Car availability
12. Bag and Club storage - services
13. Package prices on golf, food, lodging
14. Amenities: swimming pool, tennis, driving range
15. Adequate and convenient parking - proximity of rooms to parking and course

If your facility has course-side lodging, consider the following when you are booking a group or event:

1. Number of days and nights required
2. Number of rooms/ number of guests/ types of rooms/ (double, single, or suite)
3. Activities required/ type of event/ requirements/ tennis - golf
4. Organization: Name and address
   Coordinator A_____ Coordinator B _____
   Telephone: _____
5. Staff Coordinator _____
6. Banquet requirements Yes _____ No _____
   Breakfast_____Lunch_____Dinner_____
   #_____ #_____ #_____
   Contact_____ Phone_____
   Sent menu_____
7. Golf requirements: starting times
   Type of starts (shotgun, two tee)

8. Lodging Registration: pre-registration, advanced registration
   a. Cards by mail _____ Reg. cards sent _____ Date _____
   b. Room list _____ Date received _____
   c. Brochures requested_____Mailed____Date____Quantity_____
9. Room rates
10. Deposits required/confirmations/cancellation clauses
    Date due _____
11. Contracts mailed _____
    Contracts received_____
12. Payment accounting: Master Account _____
    Cash Accounting _____
    Individual Billing_____

Other items for the coordinator checklist:

Golf Bag Transfers
Bus transportation or other ground transportation
Airport transportation (pickup, return)
Date_____Flight #_____Airline_____Arrival Time_____
Meeting Rooms (size) - Audio/Visual - Valet Service - Room Service
Golf Clinics/Schools - Special Merchandise - Golf Car Requirements
Special Room Requirements: upstairs/downstairs, wheelchairs, etc.
Individual Meal Reservations and Requirements

Another consideration must be the FOLLOWING YEAR'S requirements and reservations. Obtain the coordinator(s) name when taking the request for the following year since availability of accommodations are likely to change. The forms on pages 1-131 through 1-133 can be used in organizing and recording accommodations information.

HOUSING REQUEST

NAME _____ ARRIVE _____ DEPART _____

_____ TOTAL NIGHTS _____ DATE TAKEN _____

_____ TAKEN BY _____

PHONE: Business _____ (Home) _____

_____ Double

_____ 2 Bedroom Suite

_____ 1 Bedroom Executive

_____ Hospitality Suite

_____ 2 Bedroom Executive

Room Rate _____ Weekday/Weekend Deposit _____ Due _____

GOLFING REQUESTS:

Date	Time	No.	Course

Example 32

LODGING GROUP INFORMATION SHEET

Dear

We have found that we can better serve your group if we have the following information. Please complete, verify and return by _____.

1. Group Coordinator _____ Telephone: ( ) _____ Bus.
   Mailing Address _____ ( ) _____ Home
   _____
   _____

2. Lodging Information:
   Guest List: Please submit by _____
   Room Deposits: A minimum of the first nights' lodging for each room is required two months in advance. Please indicate how much of the deposit is to be credited to each individual:_____ per statement; to the Master Statement: _____.
   Billing: Please indicate which charges are to be billed on individual statement and which are to be billed on the Master Statement.

	Individual	**Master**
Room Rate	_____	_____
Food Charges	_____	_____
Banquets	_____	_____
Bar Tab	_____	_____
Green Fees	_____	_____
Electric Cars	_____	_____
Golf Merchandise	_____	_____
Tennis Charges	_____	_____
Phone Charges	_____	_____
Other	_____	_____

3. Dining Information:
   Do you wish group dining? _____
   Date:_____ Number: _____
   Time:_____ Entree: _____

ADDITIONAL COMMENTS: _____
_____
_____
_____

GOLF INFORMATION:	Date	Time	Number	Course
Please indicate	_____	_____	_____	_____
any starting time	_____	_____	_____	_____
changes	_____	_____	_____	_____
	_____	_____	_____	_____

ADDITIONAL COMMENTS: _____

Example 33

File Number _____
Date Confirmed ____
Service File _____

MEETING PLAN CONTRACT

Dated the _____ day of _____, 19 _____, between; _____
Organization _____
Name of Event _____
Contact _____ Title _____
Address _____
City _____ State _____ Zip _____ Telephone _____
Agency _____ Commissionable _____

(Hereinafter "organization") and _____ Inn (hereinafter "The Inn") pertains to a convention/meeting which organization will hold at The Inn, _____ California, provides for the reservation of certain rooms, suites and function space for that convention meeting as outlined below and the members and their guests attending the same and establishes certain terms and conditions with respect thereto.

Organization reserves and The Inn accepts such reservation for the following rooms and suites and conference arrangements on the dates indicated:

DAY	DATE	Persons	Rooms		Suites			
			1 Bed	2 Beds	Exec.	1 Bedrm	2 Bedrms	VIP

UNITS RESERVED (Run of the house) E.P. PER UNIT

___Deluxe Rooms (one-bed) $_____
___Deluxe Rooms (two-beds) _____
___Executive Suites _____
___One Bedroom Suites _____
___Two Bedroom Suites _____
___VIP Suites _____
___ _____
___TAX _____
Deposit _____ Apply to Master___Ind.____
Due: _____
Rooming List _____ Res. form _____

DAY	DATE	FUNCTION	TIME	ATTENDANCE	SET UP/ROOM RENTAL

The parties agree that the foregoing reservations and arrangements and this agreement are made and accepted subject to the terms and conditions the reverse side. The parties agree that for The Inn to consider these arrangements confirmed this agreement must be signed by an Authorized Representative of the organization and returned by _____.

FOR: THE INN

Name: _____
Title: _____
Signature: _____

Organization _____
Name _____
Title: _____
Signature: _____

Example 34

MEDIA

MEDIA

Golf professionals and media members should be familiar with each other's way of operating so the task of coverage can be facilitated. The relationship should be a friendly one, and can be as long as each knows the requirements and objectives of the other.

One way to familiarize the media with the activities of a club is to compile a mailing list of sports editors, golf writers and television and radio sports directors and columnists in the area. When determining the dates for a tournament, use this list to give all the media outlets three or four weeks advance notice. This does two things: (1) It allows the media to put the tournament on whatever calendar of events they plan to cover, and (2) it shows them that you are interested in cooperating with them.

The worst thing in seeking publicity is to DEMAND coverage.

As tournament time approaches, contact with the media should be in the form of a phone call. Advise that your tournament is (for example) one month away. Give pertinent details (dates, places, tournament director, length of tournament, sponsorship, etc.). If the person you contact has other commitments or reasons not to cover it, ask about the best time to report results. Show your desire to cooperate. Follow the call with a letter restating the facts of the tournament.

If the size of your event warrants media coverage, consider hosting a "Press Day" to provide them special, personal information about your event. Be well-organized, give VIP treatment and show the press a good time. This will pay dividends.

When tournament week arrives, double-check with the media to see if coverage will be by on-scene reporters or from results to be called in.

Writers who personally cover the tournaments probably won't need much help. Those who can't give personal coverage have certain guidelines about the information they require for publication. Keep these in mind.

1. When reporting leaders, make sure you accurately give their FIRST and LAST names.

2. Check beforehand to see if hometown or home course identification is needed (example: John Doe, Memphis, TN, or John Doe, Alvamar Golf Club).

3. Be able to give the top 3 or 5 leaders in each flight if the tournament is flighted.

4. Have information on any special details—(holes-in-one, double eagles, etc.)

5. Familiarize yourself with media policies, i.e., submission deadlines, allocation of column space in publication, etc.

6. Determine if it would be advantageous to your facility to allow gratis dining to the on-site person(s) covering your event. If a private club, a charge number for dining might be issued to the individual(s) during the days of the event.

7. A large or major event might require a media room with food and beverage service.

Media coverage is desirable. It maximizes publicity and exposure for your event and recognition for the participants. (See pages 1-136 through 1-137 for example of a press release.)

PGA NEWS
THE PGA OF AMERICA
P.O. BOX 109601
PALM BEACH GARDENS, FL 33410-9601
Tel: (305)626-3600

PGA CHAMPIONSHIP PAIRINGS
FEATURE EXCITING PLAYERS

For Immediate Release
July 29, 1987

PALM BEACH GARDENS, Fla. — When is the last time Jack Nicklaus and Arnold Palmer were paired together in a major championship? With Tom Watson?

Want to see this year's Masters, U.S. and British Open winners battle it out head to head for two rounds? Then, catch next week's PGA Championship on the PGA National Champion Course.

These are a couple of the more exciting threesomes featured in next week's PGA Championship pairings made available to the public today (Wednesday, July 29).

Nicklaus, Palmer and Watson will be on the No. 1 tee at 8:51 a.m., next Thursday and at 1:21 p.m. on the No. 10 tee on Friday; while Masters winner Larry Mize, U.S. Open champion Scott Simpson and British Open victor Nick Faldo play together the first two days, at 12:54 p.m. (No. 10 tee) on Thursday and 8:24 a.m. on the opposite tee on Friday.

These were among several special groupings from the list of 150 players paired in threesomes for the first two days of next week's competition. The final field was set at the completion of last Sunday's Buick Open, one week earlier than last year to avoid administrative complications.

(More)

PAIRINGS OF SPECIAL INTEREST

Tee	Thurs.	Fri.	Name
1&10	8:24	12:54	Hubert Green ('85 PGA, '77 U.S. Open) Lanny Wadkins ('77 PGA) Lee Trevino ('74 & '84 PGA, 4 other majors)
10&1	8:24	12:54	Dave Stockton ('70 & '76 PGA) David Graham ('79 PGA, '81 U.S. Open) Larry Nelson ('81 PGA, '83 U.S. Open)
1&10	8:51	1:21	Jack Nicklaus (5-time PGA, 15 other majors) Tom Watson (winner 8 major championships) Arnold Palmer (winner 7 majors)
10&1	8:51	1:21	Payne Stewart Rodger Davis Bernhard Langer ('85 Masters)
1&10	12:54	8:24	Raymond Floyd ('69 & '82 PGA, '76 Masters, '86 U.S. Open) John Mahaffey ('78 PGA) Bob Tway (Defending PGA champion)
10&1	12:54	8:24	Larry Mize (current Masters champion) Nick Faldo (current British Open champion) Scott Simpson (current U.S. Open champion)
1&10	1:21	8:51	Paul Azinger (curent PGA money leader) Seve Ballesteros (winner 4 majors) Ben Crenshaw ('84 Masters)
10&1	1:21	8:51	Greg Norman ('86 British Open) Hal Sutton ('83 PGA) Fuzzy Zoeller ('79 Masters, '84 U.S. Open)

Players will be repaired by scores and will play from No. 1 tee only on Saturday and Sunday, Aug. 8-9. There will be a 36-hole cut for the low 70 scorers and ties.

-30-

For further information contact:
Jim Warters, Director, News/Media Relations

PARKING

PARKING

In developing a golfing facility, its parking areas are usually planned to handle any foreseeable business. Hopefully, the planners will be certain that the parking area and the access to it will be sufficient to accommodate not only the regular clientele but any increased demands for parking by players, gallery and/or media attending tournament(s). Daily Fee, Municipal and Resort courses will have different parking and traffic control requirements.

The type of facility and the type of events it hosts will dictate its parking requirements. For example, a large 36-hole golf complex may have ample parking for players' cars but may have problems accommodating the crowd at a major tournament such as a PGA TOUR event or major association professional event (See PGA of America Tournament Operations Manual, or the PGA TOUR, or USGA Tournament Operations Manual for parking requirements.)

Parking facilities considerations:

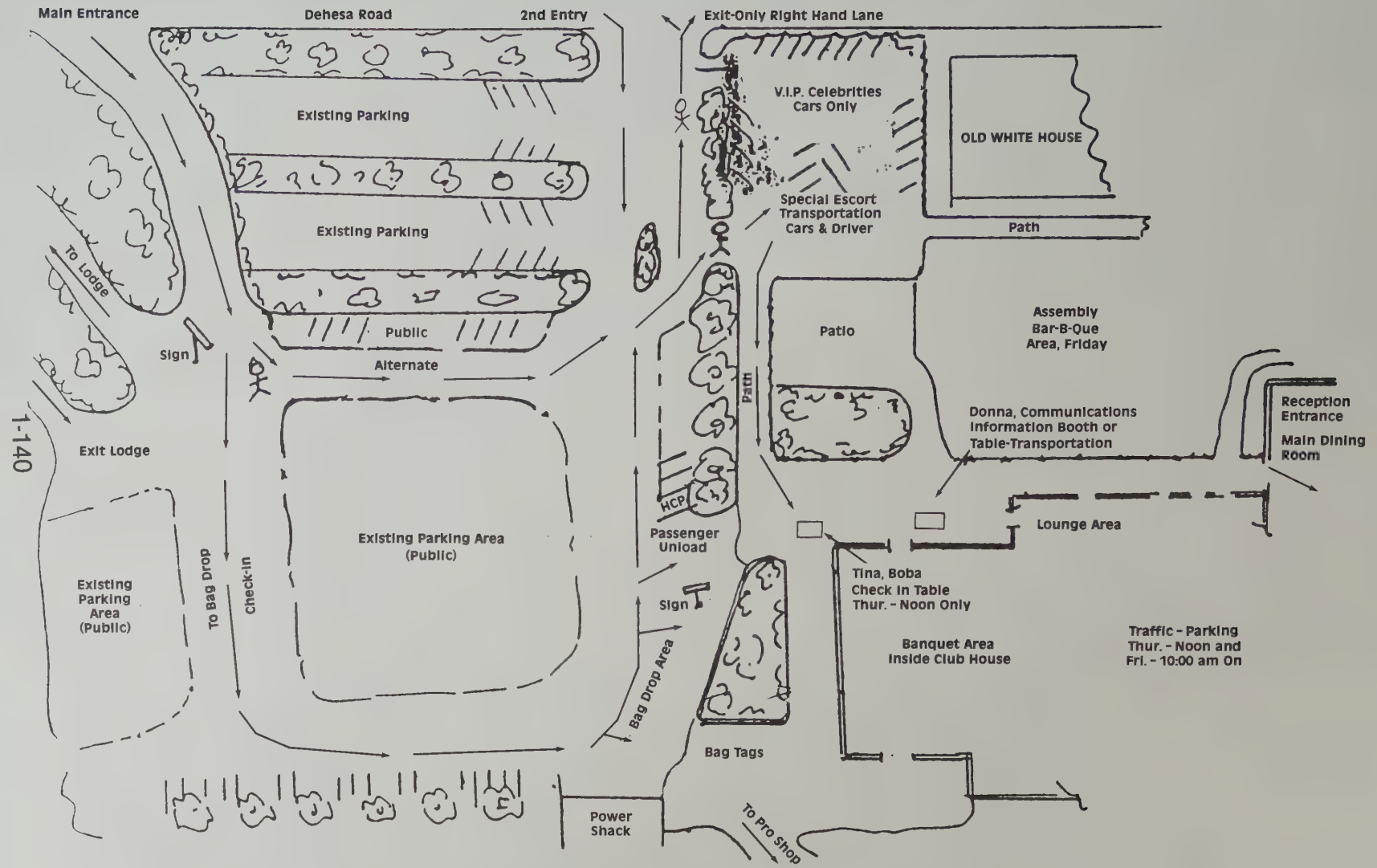
1. Are other meetings and banquets held simultaneously with golf tournaments/outings and their related after-play activities?
2. Will members or daily fee customers need parking at the same time as tournament players?
3. Safety: will overloading the parking area create a safety hazard by cars parked streetside, blocking lanes, crowding stalls or blocking exits?
4. Are bag loading and unloading zones accessible?
5. Golf Car access/restrictions to parking area:
   Will golf cars be allowed in parking lot following a shotgun-start tournament, taking into consideration safety, insurances and car return factors?
6. Is access to tournament registration area or car staging area adequate?
7. Are signs posted giving directions to all club areas and to the tournament registration area?

Auxiliary parking areas may be required for major events. A parking committee should be established to coordinate parking activities and:

1. Design and provide credentials.
2. Secure additional parking areas at:
   a. schools
   b. hospitals
   c. public areas
   d. shopping centers
   e. industrial parking areas
3. Secure transportation to and from parking area(s).
4. Provide personnel for parking, traffic control, transportation of people and security during tournaments.

The parking committee chairperson should be someone who works well with local police, fire department and government agencies and who can get exceptions to parking restrictions, if required.

In deference to its regular members, a semiprivate or private club may want to establish a separate, reserved parking area for members, particularly if the club hosts many golf outings or parties having a heavy influx of visitors (see parking example on page 1-140).


Main Entrance
Dehesa Road
2nd Entry
Exit-Only Right Hand Lane
Existing Parking
Existing Parking
V.I.P. Celebrities Cars Only
OLD WHITE HOUSE
Special Escort Transportation Cars & Driver
Path
To Lodge
Public
Sign
Alternate
Patio
Assembly Bar-B-Que Area, Friday
Path
Donna, Communications Information Booth or Table-Transportation
Reception Entrance
Main Dining Room
1-140
Exit Lodge
HCP
Passenger Unload
Lounge Area
Existing Parking Area (Public)
To Bag Drop
Check-in
Existing Parking Area (Public)
Tina, Boba Check In Table Thur. - Noon Only
Sign
Banquet Area Inside Club House
Traffic - Parking Thur. - Noon and Fri. - 10:00 am On
Bag Drop Area
Bag Tags
Power Shack
To Pro Shop

Example 36

PRACTICE FACILITIES

PRACTICE FACILITIES

A practice facility is usually an area designated for use as a golf range. The range usually is a piece of ground set aside, and defined as such, with a fence or stakes serving as a boundary.

Most golf facilities have an area designated as a practice facility. The facility may be a golf range and putting green or also have a practice bunker or chipping green. A practice area can be a great asset to a tournament operation.

A practice facility is essential for some events. A golf facility without a practice range would probably not be considered for a major event. An efficient and well-appointed area creates a favorable impression and experience for the amateur tournament player and is almost a necessity for professional events.

The practice putting green should be near the golf range or golf shop area. Any special chipping area should be set aside so as not to interfere with other practice areas.

The following types of events will determine the need and extent of practice facilities:

1. Major Event (could be club or association)
2. Club Event
3. Corporate or business outing
4. Clinics, schools and lessons
5. Promotions

Some of these events may require that a person from the club staff be appointed as practice area supervisor or as liaison with the committee for coordination of staff and activities in that area. Staff for a practice area may include (see the staff requirements section in this manual on page 1-62).

—attendant for distribution of balls, bag handling and club cleaning

—ball pickup and retrieval
—set up of range and special contests

With little effort, the practice facility can have an organized look with the following:

—table and welcome sign for distribution of balls
—umbrella table at each location for registration for practice activities; ball distribution
—string lines or string flags to designated areas
—portable water containers, cup dispensers and trash receptacles

Range balls must be clean and bad balls culled from the lot. Some tournaments may require new range balls for players. If you plan to bid for or host a major tournament you should also plan to purchase new range balls. New balls enhance the tournament's image.

Different outings (tournaments) will have different practice facility requirements, to include:

—Clinics
—Contests
—Range ball distribution
—Pricing

Plan and be prepared to offer these services:

Ball Distribution—use of a ball dispensing machine or dispensing from the golf shop may not suit an event. An attendant may be needed to distribute balls, or range balls may be set up in baskets for the players in a self-service type of dispenser.

Some tournaments will want a package price for range balls, therefore it would be to a golf professional's advantage to set up a schedule of fees based on the number of players and service requirements for the range.

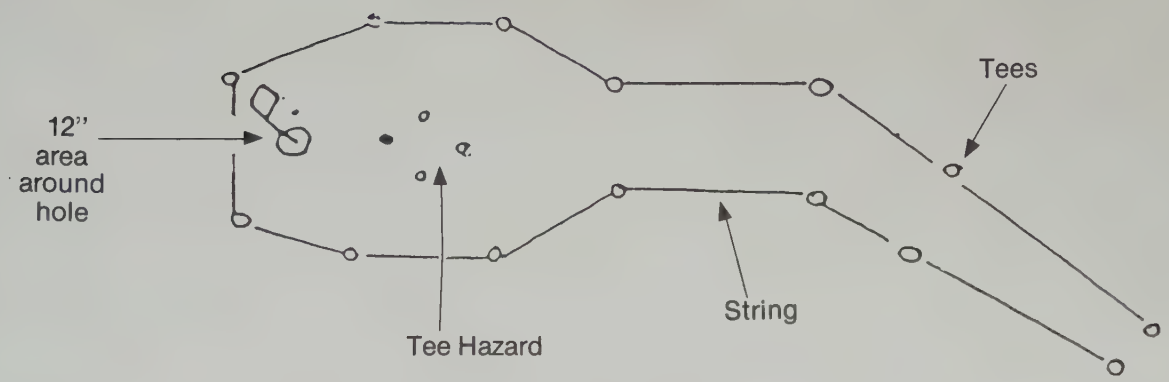
Clinics—May require extra materials for setting up the range. Ropes and stakes may be needed to cordon off the area to limit range access to only clinic participants or for gallery control. Benches, bleachers, chairs and a

sound system may be necessary for the larger clinics. A local high school or college may be a good source for procuring bleachers.

Clean Receptacles—Storing and distribution of range balls is a must. Receptacles with clean water (for club cleaning) create appreciation for extra service.

Contests—The practice putting green is good for contests to add fun and flavor to a golf tournament.

A 9-hole putting course can be set up using golf tees and packaging string. Outline the putting "fairway" (as tough as you desire) by spacing the tees on the green in the shape of the hole you want. Loop the string around the tees and from tee to tee, similar to a follow-the-dots game. The "fairway" takes shape and the string line serves as a boundary for the course. A sample putting hole would look like this:



Another contest for the golf range is a closest-to-the-hole contest. A green really isn't needed to conduct this event. Instead, on the range cut a hole 140 yards from the teeing area, place a flagstick in the hole, and put down a painted or gypsum circle with a 12-foot radius. Then mark sets of 3 range balls

equal to the number of tournament players with numbers (3 - 1's, 3- 2's, etc.) Each player is allowed to hit each of the balls with his assigned number from the tee area. The balls in the circle are monitored and prizes awarded to the players with the numbered balls closest to the hole.

As you know, practice facilities provide, for most players, a means for improving and maintaining their games. Your tournament player will be entertained and the tournament experience enhanced by an organized program and contests using the practice facility.

PUBLIC ADDRESS

PUBLIC ADDRESS

It is better to over-organize than to leave gaps in tournament planning. A public address (P/A) system used at the first tee area adds to the organization and sophistication of an event. It can be used to give information about format, guidelines, for messages or other announcements. It is a means to publicly welcome players, thank them for their participation and wish them success. It helps to keep the tee running on time. Caution must be used, however. Mispronunciations, especially of names, or sloppy grammar can detract a great deal from the professionalism that the P/A should be adding to the tournament.

Almost everyone likes to hear his/her name and see it in print. Announcing players by name is a form of recognition. To be a proficient announcer, keep these guidelines in mind. Be consistent in your presentation. If you use "Mr. or Mrs." and last names, do the same for everyone. Include professional titles such as Doctor or Father. If calling a group to the tee, include a note to the next group that in 8 minutes the "such-and-such" group will be called. Build in a pattern of announcements. If possible, when announcing an individual player, include his home locale or club affiliation. Mention also if he is the defending champion or a past winner. Mentally rehearse what you want to say beforehand. Time permitting, write out your announcement to avoid stumbling over words. Using "Welcome" or "Good Morning" and "Good Luck" or "Have Fun" in your announcement creates an atmosphere of friendliness.

A word of warning, before using the P/A check to see if players are playing on a nearby tee or green to avoid startling someone in the middle of his play.

Decide what P/A system best fits your needs. What range or area needs to be covered? Do you need a system that also ties into your building or clubhouse (locker rooms, grillrooms)? A portable, self-contained unit may satisfy all of your needs or a built-in, permanent system may be required. A portable P/A could be set up near the starting tee and later used for an outdoor presentation at the close of the event. P/A systems can be rented or purchased. A hand-held bullhorn (See Photo Examples) may be satisfactory for all of your needs or used as a supplement to a more sophisticated system for announcing in a small or distant area. Research your own situation and then decide what type of system best fits need and budget.

REGISTERING THE PLAYERS

REGISTERING AND GREETING THE PLAYERS

The registration table is your first chance to make a favorable impression on a tournament participant. It should probably be located near the first tee, or between the tee and the locker room, or at the clubhouse entrance. It should provide means to expeditiously register players at one location. For TOUR events and major events, a Registration Office is usually set up in the clubhouse or in a separate trailer.

If possible, have the table skirted for a rich, professional look. A "Player Registration" sign pinned to the front of the skirting adds a nice touch. Chairs should be supplied for the staff or volunteers who do the registering. The following is a checklist of items that should be included at registration:

Pencils
Pens
Scorecards (both official & blanks)
Bag Tags
Tees
Favors
Hard Candy - (a great added touch)
Housing or Dining Information (if applicable)
Groupings Sheets
Charge Slips (for Club events)
Alphabetized player rosters
Cash Box with sufficient change
Rules and Format Sheets
Paperweights to keep things neat should the wind blow
Trash Can
Ashtrays, or No Smoking Signs

A good system is to have a shallow wooden box for holding cards, rules sheets, pencils, tees, candy and the like. For events with a multiplicity of handout items, having the items prepackaged in an envelope or gift bag works well. A professional touch is marking the player's name on the envelope.

To repeat, the registration table is a "first impression" area and should be exemplary in appearance, organization, function, staffing and expediency of service.

Though not a part of player registration per se, a greeting area or player welcoming station will give players and their families a favorable impression of the event. The type of event, the size of the field, the tournament budget and other factors may determine how elaborate your greeting area or station can be. You may choose to set up a special area of your shop for this purpose or a separate greeting center with skirted tables, fresh flowers, etc. Whatever the choice, your greeting facility should be easily found by the players, be organized and be well-staffed. A greeting center staffed by one or more knowledgeable, courteous and well-dressed ladies is a nice touch.

The following checklist can help you in setting up a greeting or welcome center:

Greeting Station Checklist:

Name tag (Spouse tag)
Bag tags
Alphabetical listing of players
Pairings and tee times
(Tee assignments if a shotgun start)
Tournament program
Rules and Information sheet
Official ball list
Scorecards
Tee gifts
Ball mark repair tools
Matches
Tees
Candy

Towels
Hotel-Motel-Restaurant information
Transportation information
Prize listing or prize display
Welcome Letter

A welcome letter can be used to inform players and visitors of club operating hours, purchase policies (charge/cash), practice facility hours and charges, and other information that may be helpful to those visiting your facility or participating in the tournament.

In the greeting process the availability of an alphabetical listing of players is an important administrative tool to expedite the location of players. It should contain a listing of players and the following information:

a. entry fee information
b. tee time
c. flight or group
d. golf car number or caddie assignment
e. partners' names, if applicable

With the above information available at one location the greeting committee has quick and easy access to all information concerning any player(s).

For very large, multi-day events when players and visitors arrive from other than your own facility, a registration form is helpful. The examples on pages 1-149 through 1-151 are for use by staff or players. They facilitate the handing out of items such as parking passes, badges, etc. Player sheets should include motel names and telephone numbers where players can be reached if need be. All names should be prelisted alphabetically for easy reference.

On pages 1-152 through 1-154 are additional forms and information that might be adapted to your use. Page 1-155 shows a typical layout for processing players and visitors.

CONTESTANTS' REGISTRATION FORM

NAME	DATE	KIT	RULES CARD	PARKING STICKER	CONTEST. MONEY CLIP	CONTEST. FAMILY BADGES	CONTEST. GUEST BADGES

Example 37

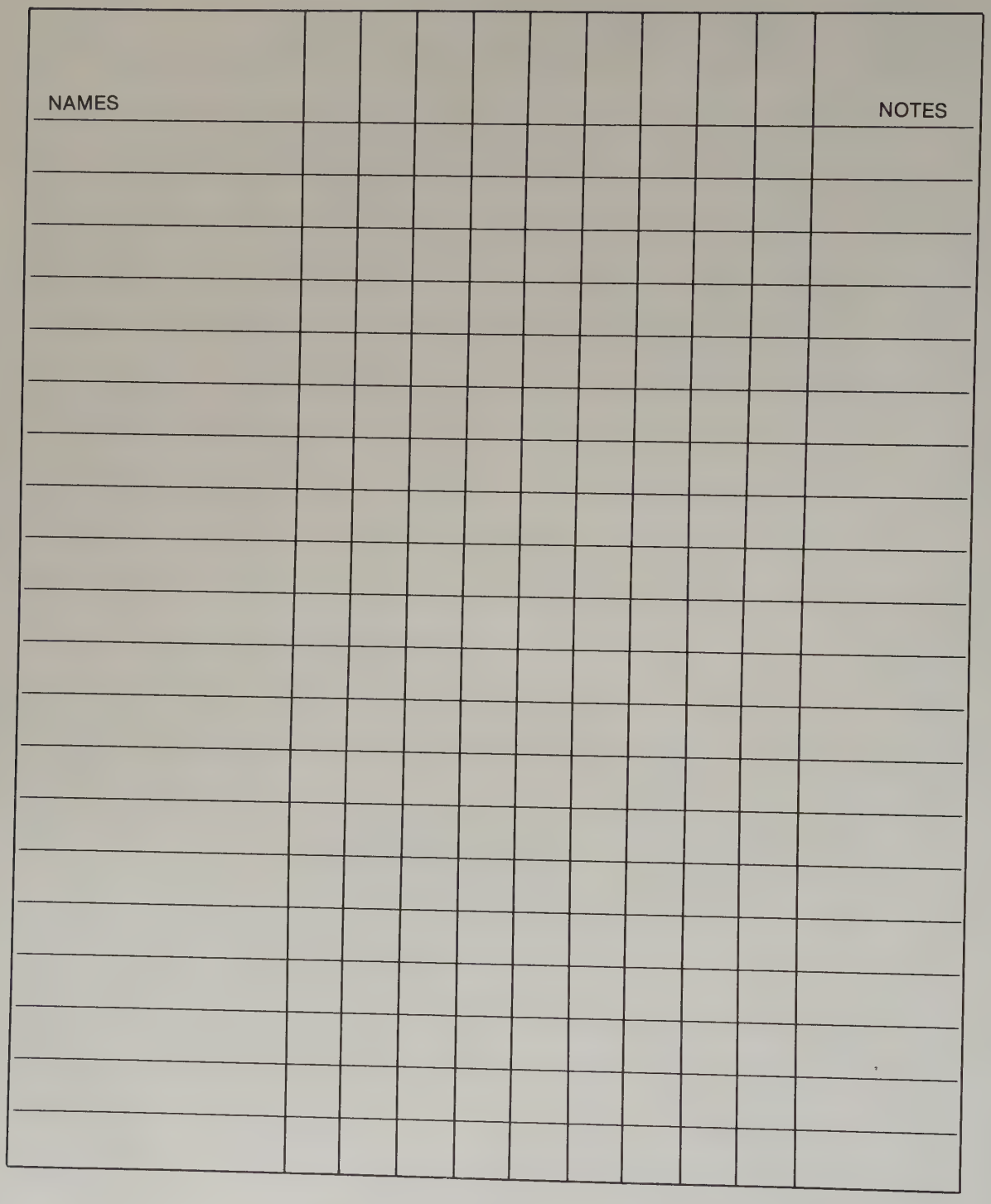
GUESTS

DATE	NAME	NUMBER OF BADGES

Example 38

"OTHER" OFFICIALS

"Spouses and children" of these people are to receive WINDOW BADGES!



Example 39

DRESS CODE

A. Proper attire must be worn at all times.

B. Blue jeans, tennis or running shoes are not allowed.

C. Shorts must be no more than 6" above the knee.

VIOLATORS OF THE DRESS CODE WILL NOT BE ALLOWED ON THE GOLF COURSE.

GOLF CAR RULES:

A. Only two persons may ride a car at a time.

B. Golf cars must be returned to the starting area immediately upon completion of the round.

C. Caddies may not drive or ride on the backs of cars.

D. Players will be charged an additional fee for cars used as spectator cars.

PLAYERS MUST LEAVE THE COURSE UPON COMPLETION OF THEIR MATCH.

SHOP HOURS:

7:00 A.M. to 7:00 P.M.
8:00 A.M. to 6:00 P.M. — Saturday

RANGE HOURS:

7:00 A.M. to 7:30 P.M.
8:00 A.M. to 2:00 P.M. — Saturday

For information call:
485-4002 Golf Shop
485-3187 Starter

(You might include photos of staff members on inside)

Fold

COUNTRY CLUB OF

(NAME OF YOUR FACILITY)

25th ANNUAL
MEN'S INVITATIONAL
DIRECTORY
OF INFORMATION

Example 40

PLAYER REGISTRATION

Date_____

Name _____

Local Address _____

Tel. No. _____

Family Members Accompanying you:

_____ Wife _____
(First Name)

_____ Number of other family members

Do you need Courtesy Car Transportation (if applicable)?

_____ Yes

_____ No

Example 41

TOURNAMENT VISITOR INFORMATION

Welcome to _____ Country Club. We hope you enjoy your visit and have a very rewarding stay.

FACILITY INFORMATION:	**HOURS OF OPERATION**
Golf Shop:	6:00 A.M. until 7:00 P.M. (Winter months, dark)
Lodge Office:	7:00 A.M. until 10:30 P.M.
Coffee Shop:	6:30 A.M. until 5:00 P.M. (There is a snack bar available at the corner of the large barn near the first tee for quick service)
Cocktail & Dining:	5:00 P.M. until 8:00 P.M., Monday 5:00 P.M. until 10:00 P.M., Tuesday-Sunday Buffet Only Sunday - Tuesday Sunday Brunch 10:00 A.M. until 2:00 P.M.

PHONE EXTENSIONS: Golf Shop, 5400
Switchboard, 0
Coffee Shop, 5481 - Cocktail & Dining 5482

CLUB PHONE NUMBER:

TENNIS: A private club for members and guests of lodge
Phone, extension 5490

GOLF: Please check with the golf shop, reservations are required

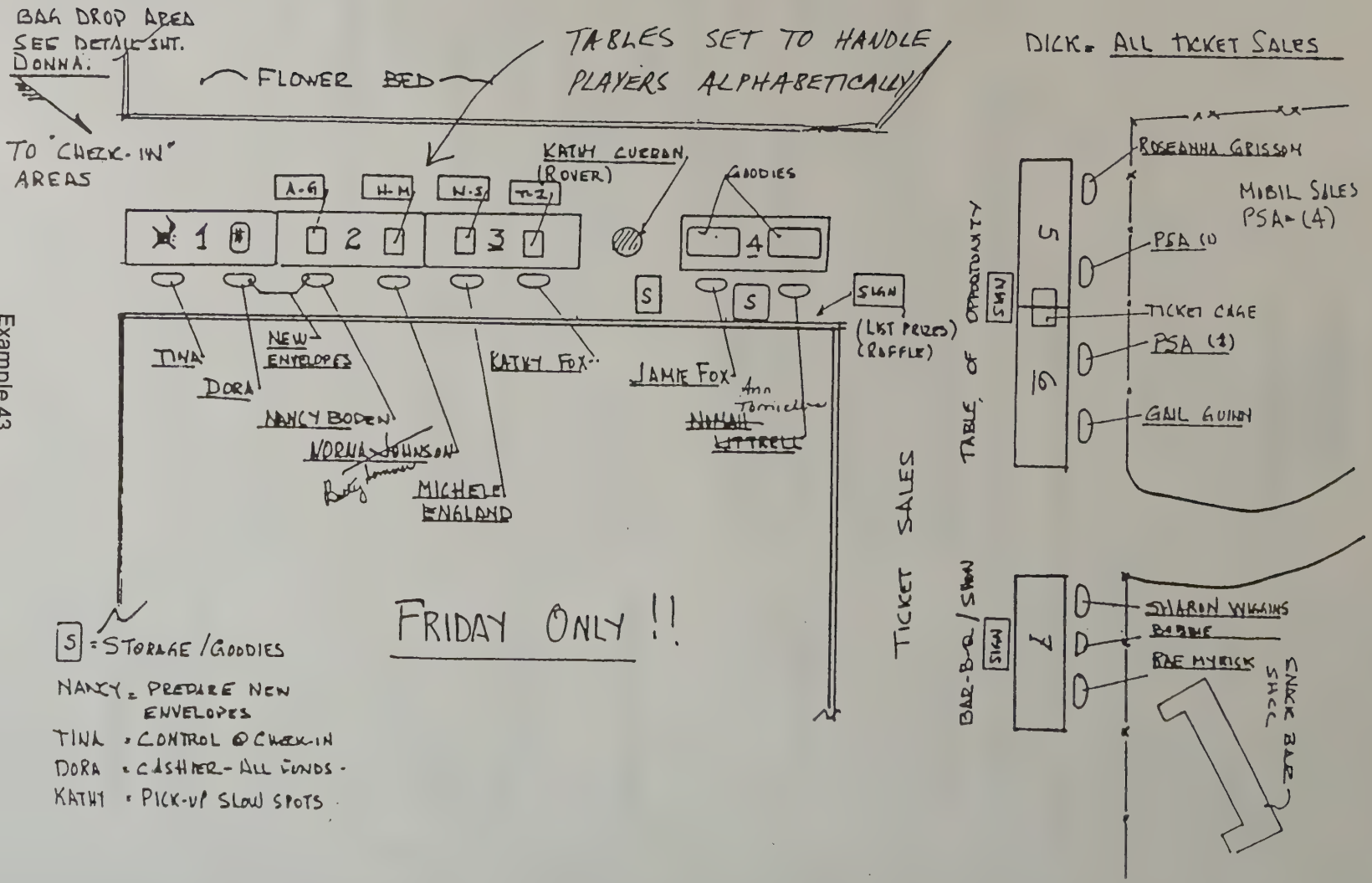
CLUB SERVICES: Service room next to golf shop for storage of clubs and shoes - identify your equipment with attendant.

GOLF LESSONS AND CLUB REPAIR: Check with golf shop

MANAGEMENT STAFF **GOLF SHOP STAFF**

Example 42

REGISTRATION AREA



Example 43

SCORING

SCORING (BOARD & CARDS)

A key responsibility in running a golf event is scoring. For a small club event, a scoring table located near the scoreboard area is generally adequate. For a larger event, such as a state open, a sectional championship or the like, a scoring tent becomes necessary.

Players should be given ample opportunity to accurately check their scorecards and attest them. A well-engineered scoring tent can help.

The tent should be placed near the last green, but out of the area of play. It should be in a location where all players will have easy access to it after finishing play. Its access should be limited to scoring personnel and competitors. This keeps distractions to a minimum.

Provide a long table, covered by a tablecloth, chairs for scorers and chairs for the players. One entrance and one exit helps restrict unnecessary traffic. An ice chest with complimentary soft drinks for the players is a welcome gesture.

A cross-reference system for recording daily scores ensures accuracy and efficiency. Players are responsible for their hole-by-hole scores only, not the addition of the totals. The committee is responsible for adding scores and application of handicaps. In Four-Ball Stroke Play, the committee is also responsible for recording the better-ball score for each hole. Two signatures are required on each scorecard, the contestant's and his marker's. Scoring personnel must be aware of their responsibility. Conversation by them should be kept to a minimum. Scorecards, once returned, signed and checked, then go to the scoreboard. If you have a photocopier in the scoring tent, a copy can be sent to the board. A procedure for transporting the cards to the scoreboard is needed. Enlisting junior golfers as couriers and having them in a uniform is appropriate.

Scoreboards:

The scoring of a golf tournament involves many elements. It is not enough to simply staple score sheets on a scoreboard and record scores. A great deal

of preparation goes into a system for quickly, accurately and neatly recording the scores and results of an event. (See Photo Examples Section.)

One element of scoring is the scoreboard itself. Ideally, the scoreboard will: face north and south; have some type of awning or protective covering; be slightly elevated for good visibility; be easily accessible from the finishing hole; be in a place that provides plenty of space for spectators and participants to view it; be large enough to handle any event that the facility might host; and should be painted a dark color (to reduce glare).

Score sheets are another element in scoring the event. It is very important to closely monitor the inventory of score sheets and to plan ahead so that there are always enough score sheets of the proper type for different events. In ordering, allow for ample delivery time and for enough sheets should an event be rescheduled or have an exceptionally large number of participants. Also, plan ahead as to the type of score sheet which will be needed for each event (hole-by-hole, 36-hole, etc.), and for ample summary sheets. Summary sheets may be needed for score sheets if weather forces the scoring to be done in a small area. When selecting the type of score sheet to be used for any event, consider what will look best and what best serves the purpose. For example, hole-by-hole score sheets are not appropriate for shotgun-start events. There is simply no time to fill in hole-by-hole scores when scorecards all come in at the same time. Use a score sheet that provides the necessary information (hole-by-hole may be needed for a skins game) and can be easily read.

Having chosen a type of score sheet, plan its layout. Always use players' first and last names, if possible. Have a score sheet on hand that can be used for practice printing of names. Choose one calligraphic style and stay with it. Take the time to make light pencil guidelines on the score sheet to ensure that letters are of a consistent size and that names are aligned in columns. Practice the longest name with the appropriate marking pen to be sure that it fits comfortably into the space provided. The longest name determines what size pen is to be used.

Another factor in choosing marking pens is color. The decision here is based on the color of the score sheet and the type of event. Obviously, the color of the printing should not clash with the score sheet and must provide enough contrast to be readable. Different colors may be used to help define teams, brackets or flights. Color may also harmonize with the theme of an event. Red and blue markers on white score sheets would be nice for a July 4th event. Black on pink might be appropriate for Ladies' Day. The host team's color may be appropriate for a team event.

Lettering with blurred or indefinite edges or faded colors is unacceptable. Always be sure to have enough fresh markers on hand. A neat, well-planned scoreboard is not done in markers that are dry and not producing clean lines and full colors. Check in advance your inventory of marking pens. After the event, discard dried or worn markers and replace them. This is just another step in keeping with a clean and neat presentation.

Players' names should be listed alphabetically on score sheets. This will make it easy for observers to find the scores they want. Listing by starting time or hole may be more convenient, but it is worth the extra effort to make an alphabetical list.

Recognize past champions on the scoreboard. Refer to the record book and note participants who have won the event in the past. In a different color ink, write underneath the player's name the year(s) in which he won. This information should be large enough to be read, but not so large as to detract from the rest of the board. Write "Defending Champion" under that player's name. This is a nice extra touch, but be careful that the information is accurate and is accurately transferred to the scoreboard.

When score sheets have been chosen and names filled in, they are ready to go onto the scoreboard. Here, too, planning is essential. Extra spaces (those without names) should be cut off the score sheets; there should be no space without a name in it.

Having planned the layout on the scoreboard, put the score sheets up, working from the center out. This way, the score sheets are centered on the

board presenting a good, clean look. They should be centered both vertically and horizontally. Include space for all signage - headings, summary sheets, chairman and sponsor notes, etc. Obviously, it is necessary to know beforehand the dimensions of both the scoreboard and the score sheets to properly and geometrically place information on the scoreboard.

Use enough staples to affix the sheets to the board. At least three staples are needed on each border of the score sheet - one at each corner and one in the center. Be careful to have the sheets lying flat against the board. Do not allow them to bubble or blow around in the wind. Staples can also be added inside the borders of the score sheets to prevent bubbling. Position staples on the lines printed on the score sheet so they are less visible and not obliterating names or scores. Handling is usually easiest when two people put up the score sheets; the second person can help align the sheets and hold them flush against the scoreboard.

The layout plan must also include space for headings. The main heading should be slightly larger than any subheadings and should be placed at the top center of the scoreboard. It should boldly state the name of the event (e.g., 1986 Ladies' Invitational). The headings may be "dressed up", but must be readable. Do not go overboard trying to be fancy or complicated and end up making up something that is difficult to read. A logo that ties in with the event or the club logo may be appropriate. All headings (and any other signage) should have borders to frame the message. A solid line a half-inch inside the four outer edges of the heading would suffice.

Subheadings are used to define flights, age brackets, or any other segment of participants. These are smaller than the main heading and are usually the same color (unless color has been used to help identify segments). They should be consistent with the format or the heading (i.e., same shape and letter style). Subheadings are stapled above their respective segments and should be of the same width as the score sheets.

For events that are preflighted, especially shotgun-start events, if special scorecards are printed, have the cards printed in a color to coincide with different colored headings. This will facilitate the posting of scores. It also helps add a little "lipstick and mascara" to the board. (See additional SCORECARDS discussion on page 1-162.)

All headings can be prepared well in advance of the event. If possible, save them after the event is completed. Even if they are not used again, they can serve as references (size, shape, color, style, etc.) for future scoreboards.

As for the timing of the rest of the process (i.e., laying out score sheets, filling in names, putting the score sheets up, etc.), it varies. For a shotgun start, it may be best to prepare the scoreboard after participants are on the golf course. This way, all last-minute changes are accounted for on the scoreboard. For a major event where the scoreboard is very visible, it may look best to have the board prepared and posted before the tournament begins. The timing depends on the size and type of event. It would be ideal to have everything up early, but weather and last-minute changes may prohibit that. It is imperative, though, to have the scoreboard ready when the first scorecard comes in.

Summary sheets must also be planned for, laid out, and put up on the scoreboard. If the tournament is more than 18 holes, each round should be summarized. Summaries should have appropriate headings: "18-hole Totals", "36-hole Summary", "Tournament Summary", etc. Headings should be consistent with any subheadings that are used.

Include on summary sheets: players' full names, score(s) and prize(s). Be consistent with color selection. If the score sheets have players' names in black and scores in green ink, do the same on the summary sheet. Also, recognize winners of any special events (long drive, etc.). The layout of the summary sheet on the scoreboard is similar to that used for typed results that are posted in the club. A nice extra touch is a "Thanks for Playing" note at the bottom of the summary sheet. As with score sheets, avoid having empty space on the summary sheet. A blank line or two at the bottom of the page is fine, but if a half sheet will suffice, use a half sheet.

Space must also be reserved on the scoreboard for other signs or messages. Signs that recognize chairpersons or sponsors of the event should be included. A sign that simply reads, "John Smith, Chairman", is easy to make and is an excellent way to recognize and thank Mr. Smith for his contribution

to the tournament. Other signs that may be included: recognition of a hole-in-one, a double eagle, a course or tournament record; messages ("Dr. Wilson, call your office"); special occasions ("Happy Anniversary, Mr. and Mrs. Jones"); information ("Tomorrow's shotgun at 9:00"); a thought for the day ("I'd give up golf if I didn't have so many sweaters"). While a hole-in-one can obviously not be planned for, it is nice to be able to do something on the scoreboard to acknowledge it. Plan to use a small section of the scoreboard for these types of items.

Managing the scoreboard is as important as putting it up and writing neatly. It is important to be organized and prepared for anything that might happen.

Keep golfers and spectators a reasonable distance away from the scoreboard. It is easy for the area to get very congested as scores come in and people gather to see them. Use rope or some other barrier to keep the area as clear as possible. The staff will need ample room for supplies and for moving about as scores come in to be posted.

The following items should be at the scoreboard or readily available: marking pens, scissors, scraps, and double-sided tape to correct or make changes, a rule book, a notebook, pencils, a calculator, a stapler, a box for scorecards, a copy of the rules and format sheet, a wastebasket, extra posterboard and summary sheets, a copy of the day's starting sheet, plastic tarp (if needed to cover the board), sunglasses, and sunscreen. It is easy for the scoring area to get cluttered, so have these supplies organized and placed neatly out of the way. They must be easily available so that the scoreboard is not left unattended.

It is imperative that someone be at the board at all times to accept scorecards. Have someone there well before turn in of the first card. A golfer should never have to look for the person to whom he returns his scorecard.

Before posting a score, look the scorecard over to be sure that it has been signed and that the scores are added correctly. If an error has been made, catch it before the score goes onto the scoreboard. If possible, this should be

a two-person job. One person should accept and check the scorecards and read the results to the other, who records them on the scoreboard. After the score is read and posted, make some type of mark on the card to indicate that it was processed and store the scorecard in a box. Have the box close at hand should a question arise later.

Scorecards:

Scorecards are an obvious must for all but match-play events. The contestant's name should be recorded on the card as neatly as possible. Ideally, all scorecards should be typed for the most professional effect. Rule #33-5 of the "rules of golf" states that each competitor shall be issued a scorecard containing not only the competitor's name, but also the date. Rule 6-2b covers the player's responsibility concerning handicaps and the scorecard. For club level events, however, it is certainly a convenience to print the competitor's handicap on the card for him.

For handicap events, it is also convenient for players if the scorecards are marked in advance of the day's play. It is time-consuming but avoids a multitude of problems later. Cards can be stroked or marked by either dotting the holes where strokes are to be received or by diagonally slashing the scoring box for the stroke holes. Again, OVER-ORGANIZE. If the event has a shotgun start, take a colored "hi-lite pen" and shade in the starting hole on the scorecard. You will win some points with that little touch.

Should you be recording scores on the scoreboard by flights, facilitate scoring shotgun-start events by changing the color of the hi-lited starting hole to also indicate the flight. (i.e. yellow = first flight, blue = second flight, etc.)

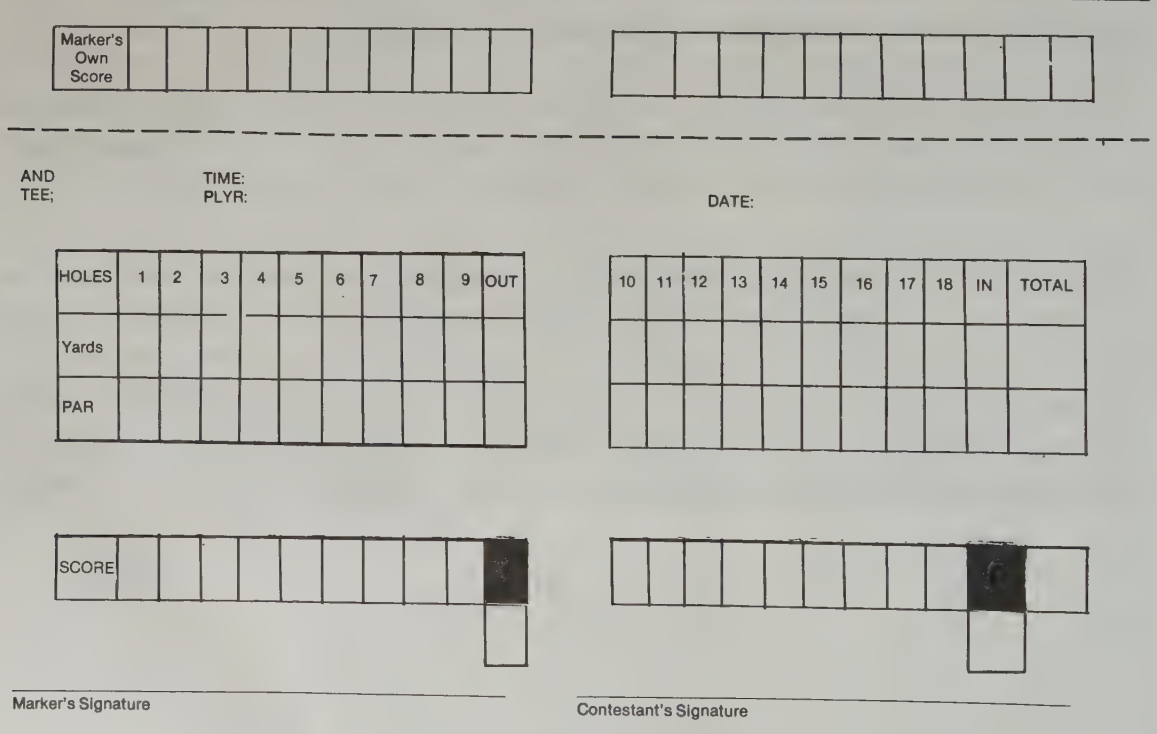
For very special events, consider having a special scorecard printed! Solicit a sponsor to fund the cost of the card and include an acknowledgement of his support on the front of the card. Try to eliminate all extraneous matter from the card. The sample which follows on page 1-163 is a good example of a tournament scorecard. Note some professional details! The area where the marker's own score goes is perforated. This can be torn off for the marker

to check his own card. The "out" and "in" boxes are shaded out and lowered to help prevent a marker from writing nine-hole totals in the scoring box for holes #9 or #18. It has happened many, many times. When one signs for a score on a given hole that is higher than actually made, it stands as recorded! Players have signed for nine-hole totals as a score for hole #9 or #18!

If the event is flighted in advance, consider having different colored scorecards printed for each flight. Have the flight headings and scorecards in the same color. This again facilitates posting scores and offers an aesthetic touch to the event. (See SCOREBOARDS on page 1-156.)

To go a step further, laminating the finish of the back of the card adds body to it and prevents the card from falling apart should it get wet from rain or perspiration.

From a "state-of-the-art" standpoint, computer programs are available that print scorecards for events. The card is blank except for the lines and boxes. The computer then prints the player's name, date, name of the event, round number, starting hole, hole yardages, player's handicap and even STROKES THE CARDS for handicap events. All at the touch of a button! This program is used by the PGA of AMERICA for its events. (Refer to chapter 5 on computers, page 5-1.)



SETTING TEES

SETTING TEES

To avoid confusion during a competition, one set of tee markers should be used. All other tee markers should be removed from the course or abutted at the desired location. If several sets of tee markers are to be used during the event (i.e. men from whites, ladies from reds, and professionals from blues), be sure to indicate on the rules or format sheet which tees apply. If strangers to the facility are playing, it is advisable that all tees be clearly numbered with some type of sign to ensure that no group inadvertently plays the wrong hole.

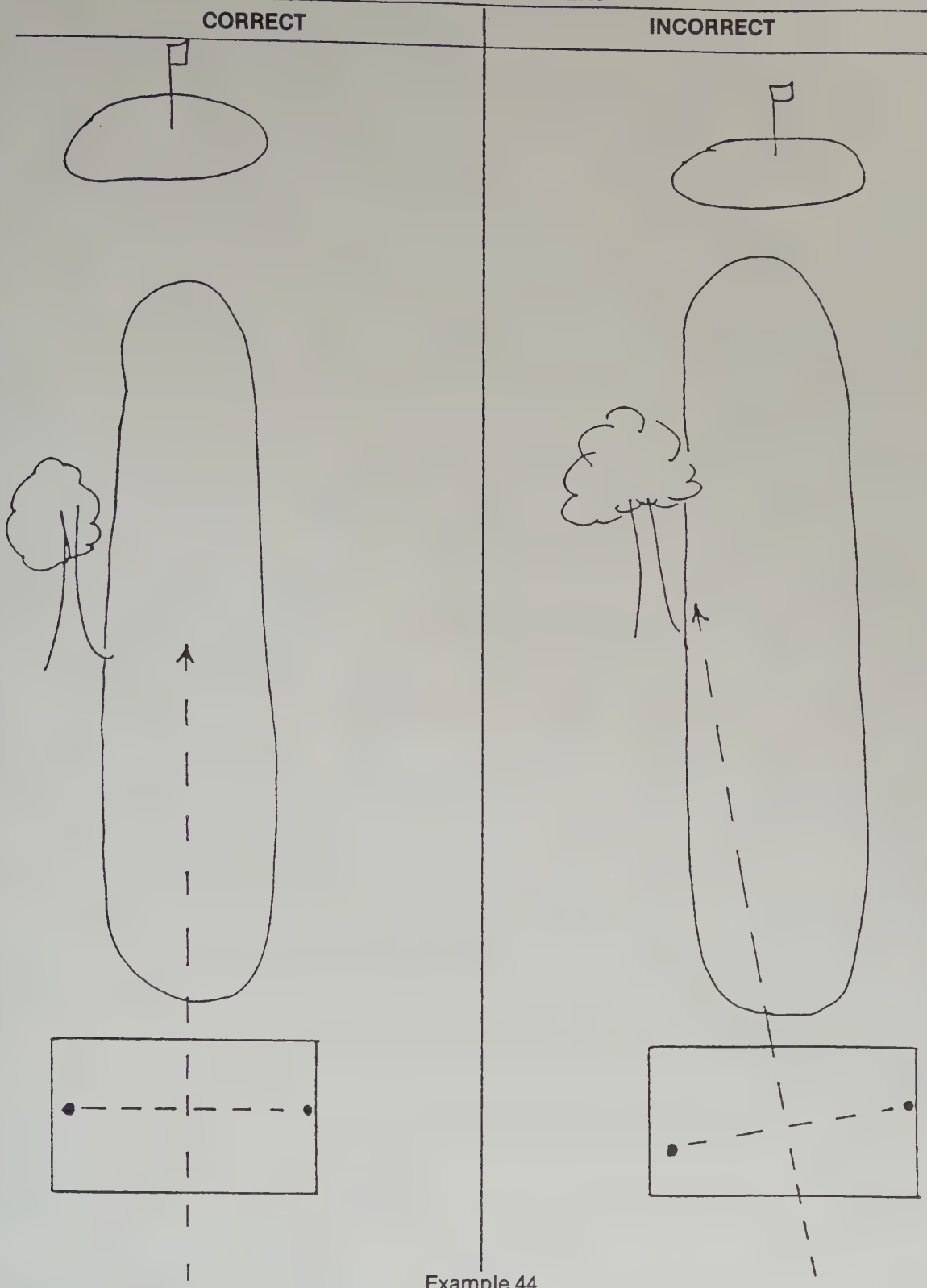
Try to select areas with clean, level turf. To fulfill the definition of "teeing ground" two (2) club lengths of teeing area should be available for teeing behind the markers. Tee marker locations should be selected with these thoughts in mind: wind conditions, the size of the field versus daylight hours to complete play, and flagstick locations. If at all possible, mark or set tee markers on the morning of the event. This is the best time to ascertain the condition of the turf and wind directions. A long hole into the wind might warrant a more forward tee marker setting. Should the hole location be on the back of the green, the tee should be moved forward so the yardage of the hole conforms to the designated distance.

Should tee-marker locations be set in advance of the competition, paint small white or colored dots where the markers will be placed. One dot for each marker for day one, two dots for day two, etc. . . . Using dots, if on day four you want to reuse day one's location, you can simply redot it to four. Dots should also be used when setting tees the morning of the event to mark the location of the tee markers in the unexpected absence of a tee marker. One year, in the PGA Senior's Championship, with three groups remaining on the front nine, the tee markers on the ninth hole were taken (probably as souvenirs). Play could still be completed by having an official on the spot to point out the tee location dots until a new set of markers could be procured. In this instance the dots sufficed for markers.

Otherwise, play would have had to be temporarily halted. If marking tees in advance, avoid marking par-three tees or you won't have any turf left after the practice rounds. Placing chicken wire or vinyl-coated screening on the teeing area to be used for the event will prevent players from practicing from that turf. This is done at nearly all PGA TOUR events and the PGA Championship.

When setting tee markers, stand behind the markers and visually draw a connecting line between them. Then, visually draw a line perpendicularly backwards from the connecting line. The perpendicular line should aim toward the center of the fairway or the desired driving area. (See example on page 1-166.) Having one tee marker five or six inches out of line can alter the direction the tees face by ten to twenty yards.

SETTING TEE MARKERS



Example 44

SPECIAL SERVICES

SPECIAL SERVICES

Tournament planning usually includes planning for food and beverage services. The banquet is a finishing touch to an event. These services are also a source of extra income for a facility. The following checklists and forms may help in planning food service and/or special activities for an event at your facility.

Food and Beverage:

—Name of organization holding event
—Name of event, or tournament
—Date, Day and Time of function
—Type of function
—Contact or person in charge: Address and Phone
—Number of people (Confirmed Number, Guaranteed Number)
—Type of meal (Sit down, Buffet, On-course, Off-menu)
—Special Instructions (BBQ, etc.)
—Registration
—Arrival and Departure Time (Bar Service, Hors d'oeuvres, Meal)
—Staff Coordinator (Shifts A & B)
—Price of Function (Deposits, Method of Payment)
—Location of Service, Room Arrangement

Head Table	Guest Speaker	Podium and Microphone
Award Table	Prize Table	Special Seating

—Bar Arrangements

Cash Bar	Billing To	Tickets
Wine	Number of Bottles	Type

Special consideration should be given to:

Awards/Prize Table
Roving Beverage Sales
Beverage Carts

Color/Type of Linen
Audio/Visual Aids
Table Centerpieces
Special menus for special events or days
Types of on-course starts that would affect food service:
1 and 10 Tees, Shotguns

Entertainment:

Along with regular food and beverage service some type of entertainment may be required for the function. A well-thought-out checklist should include:

—Is dancing required?
—Band or Music:
Contact, Phone & Address, Charge, Deposit, Contract
—Guest Speaker or Celebrity Host:
Podium and Microphone, Roving Microphone
—Awards presentation could be entertainment in itself depending on how you structure it.
—Movie (Screen, Projector, Video Play Unit, TV Monitor)

Some types of entertainment to consider:

Fashion Shows	D.J. or Disco
Talent Shows	Bingo
Trivia Contests	Special Skits

Roving Musicians (This is particularly nice for larger parties or parties in separate rooms)

Some special social activities to consider:

—Ladies Tournament along with Men's Invitational (number of players, Coordinator/Committee, special prizes).
—Bridge or other card games (Tables, Chairs, Cards, Score Sheets)
—Fashion Show (Models, Types of Clothing/Accessories, Moderator Organizer/Committee)

—Las Vegas Day (permits needed)
—Picnic Day (Games, Type of Food, Prizes) (consider ages)
—Tennis Tournament (Coordinator/Committee, Prizes, Pairings)

When scheduling all, or any, of the above, don't forget to consider pricing and fees. Costs may be prohibitive for some items as related to your tournament budget.

Services will differ depending on the type of facility or club and/or the type of event which you are hosting. The above checklist items can be modified to fit your circumstances. Food and Beverage services are very critical from the standpoint of profit and loss, so they need close scrutiny and coordination. A guide to staying out of trouble with this type of operation is the checklist. Develop your own to keep you on track with your service and your finances.

Following are some additional examples of checklists for special activities use (pages 1-170 through 1-174).

FOOD AND BEVERAGE AGREEMENT #1

FUNCTION: _____

DAY: _____

DATE: _____

LOCATION: _____

TIME: _____

ENGAGER: _____

TELEPHONE: _____

ORGANIZATION: _____

ADDRESS: _____

BILLING INSTRUCTIONS: _____

MASTER ACCOUNT: _____

DEPOSIT RECEIVED: _____

DEPOSIT REQUIRED: _____

PRICE PER PERSON: _____ #EXPECTED: _____

GUARANTEE: _____ PREPARE FOR: _____

48-hour guarantee is required on all food and beverage functions held Tuesday through Saturdays; and a 72-hour guarantee for functions held Sunday, Monday and holidays. The A B C Inn agrees to prepare 5% over the guarantee. A 6% sales tax and 17% service charge will be added to all food and beverage items. The service charge is taxable.

Please review carefully the times allotted for your function and note any changes or additions. Our assigned room may or may not be reserved for another function either before or after your function. If you think you may run over the allotted time, please contact_____, Director of Catering. Sign one copy of this form and return it to the Catering Office as your acceptance of the above details.

_____ _____

Preparation Date: Accepted By A B C Inn:

_____ _____

Acceptance Date: Accepted By:

Example 45

FOOD AND BEVERAGE AGREEMENT #2

Name of Organization	Month Day Year
Address	Date Booked / Date Confirmed
Address	/ Type of Function/Time of Function
Phone Bus. Res. Contact	/ Possible No. of People Confirmed No.
Room Used	Amount of Deposit

Room Arrangement

Food Menu

	Wine	Bar Arrangements
Podium	House B C R	Hosted Tickets
Mike	No. Ltrs.	No Host Bartender
Flag	Bottle	Setup Time
Head Table	Name	Guarantee 10% Serv.
	No. of Btls.	

Forty-eight hours notice must be given for your final attendance count, and A B C Country Club will guarantee 90% of that count, for billing purposes.

Contractor

Country Club Representative

Example 46

FOOD AND BEVERAGE AGREEMENT #3

Type of function: PGA MEDIA DAY GOLF OUTING Name of function: Person in charge: Type of service: sit down (XX) buffet ( )	Day: Date: Number: 120 Guarantee:	Price per person: 4% tax: 16% service: Other: 4% tax: 16% service: Deposit paid:
Arrival Time: 11:45 Hors d'oeuvres serving: Meal serving: 11:45 as a group Departure time: Salesperson: Type of meal: Banquet (XX) Off menu ( ) Brunch ( )	Location: Loft____Main XX Tavern____ Parlor____Terrace XX Gazebo____ Check presentation: one check ( ) separate checks ( ) person _____ Payment: cash ( ) charge card ( ) invoice (XX)	
Hors d'oeuvres: _____1 hour _____ as meal **ROADHOUSE AGENDA** 11:30 Lunch 5:00-7:00 Buffet hors d'oeuvres 7:00 Awards OPEN BAR/TAB THROUGHOUT DAY	Meal: Soup: Salad: TOSSED/RUSSIAN Garnish: Potato: WALNUT RICE Vegetable: CHEF'S CHOICE Main course: 6-OZ. LEMON CHICKEN Rolls: Yes Dessert: CARROT CAKE Beverage: COFFEE/TEA/ICED TEA	
Chef's special instructions: Bar special instructions:	Service special instructions: 1. OPEN BAR/ TAB LUNCH & DINNER (ALL DAY) 2. SET UP MAIN & GAZEBO FOR SIT DOWN LUNCH 3. SAME GROUP WILL BE USING MAIN & GAZEBO ALL DAY 4. SEAT IN TERRACE AND MAIN FOR LUNCH —SEE DIAGRAMS	
____Regular Seating ____Special Seating ____Head Table ____Guest Speaker ____Flowers ____All White Linen ____Colored Linen XXX P.A. - Main ____Easel ____Piano XXX Podium - Main	____High Chairs ____Booster Chairs ____Cake Cutting Instructions: ____Cash Bar XXX Open Bar/Tab	

Example 47

A B C GOLF CLUB BEVERAGE SERVICE

QUANTITY	BEVERAGE/BRAND	PRICE
*Keg - ½ Barrel (serves approximately 80 people)	Miller/Miller Lite Strohs/Strohs Lite	$80.00 $80.00
**Case - 24 (12 oz.) Cans	Miller/Miller Lite	$28.00
**Case - 24 (12 oz.) Cans	Strohs/Strohs Lite	$24.00
**Soft Drinks 24 (12 oz.) Cans (Case)	Assorted Flavors (Coke/Diet Coke Orange/Sprite)	$20.00

Services Provided

*Keg	Setup Tapper Tubs 6 Bags of Ice 100 Cups	**Canned Soft Drinks/ Beer:	Setup Ice Tubs

Ice Available For Purchase At Golf Grill: 8 lb. bag @ $2.00 per bag

Golf Plaza And Golf Manor Beverage Service:

Bar Setups Include:

Beer by the Glass	Miller/Miller Lite	$1.25
Wine by the Glass	Rose'/Chablis/Burgundy	$1.75
Cocktails	Standard Mixed Drinks	$2.50

Prices subject to 4% sales tax.

Example 48

PARTY DETAIL INFORMATION

Room_____

1. Name_____
2. Date _____
   Meeting_____ Breakfast_____ Cocktails_____ Lunch_____ Dinner_____
3. Time _____
4. Number of People_____Guarantee _____
5. Hors d'oeuvres _____
   Appetizers - (Table) _____
6. Salad_____ Tossed_____ Caesar _____ Other _____
   Dressings - _____ Choice _____ Servers _____ Other _____
7. Entree _____
   Rolls and Butter_____
8. Potato_____ Flaked_____ Baked_____ Twice Baked_____ Greek Style
9. Vegetable _____
10. Desserts - _____ Ice Cream _____ Cake _____

Remarks For Kitchen

Kitchen _____

Bar _____

Hostess _____

Band_____

Mailing Address _____

Misc. Information _____

Candles _____Food _____

Flowers _____Bar _____

Microphone & Podium_____Flowers _____

Cake Table _____Gratuity _____

Prize or Gift Table _____Tax _____

Linen _____

Coatroom _____

Car Attendant _____

Place Card Table _____

Table Arrangement

Main

North Porch

Boardroom

Mixed Grill

Table Diagrams

Porch

Marine Porch

Temulac

Ballroom

Example 49

SPOUSES

SPOUSES

Spouses accompanying a player are a special consideration in any golf tournament. There are times when husbands would not be playing in a tournament if wives were not accompanying them.

Tournament planning must consider possible spouse involvement, so:

1. Assign a Coordinator: Club member or Staff.

2. Budget for activities.
   a. gifts
   b. prizes
   c. fees
   d. food and beverage

3. Identify type of Activities:
   a. Special Luncheon at the Site
      1. Style show
      2. Jewelry presentations
      3. Art showing
      4. Special speakers
   b. Putting contests
   c. Tennis tournaments
   d. City tours
   e. Shopping tours
   f. Scavenger hunts
   g. Visit aerobics center or spa
   h. Ladies' golf competition if the facility can accommodate.

STANDARD BEARERS

STANDARD BEARERS

Standard bearers are an asset to an event, especially those with information that attracts galleries. These duties include information on who is in the approaching group and how the players stand for the round and the tournament. They assist the players with the same scoring information. This is especially helpful on the last few holes of the tournament. Following is an outline for organizing standard bearers:

1. Name Chairman
2. Gather Materials
    a. Standards
    b. Numbers
        1) Red for under par
        2) Black for over par
    c. Letters/Names
        1) Name each player
        2) "Team" space for pro-ams, two balls
    d. Bibs to hold numbers and letters
3. Deterime compensation for standard bearers
4. Secure Workers
    a. Determine number of standard bearers needed
    b. Gather workers (usually Juniors)
        1. Call school golf teams
        2. Call Junior golf programs in area
        3. Check with Caddie programs
        4. Advertise in paper
5. Explain Golf Etiquette to each employed person
6. Explain scoring procedures
7. Assign jobs, in advance, based on projected tee times. This shows fairness and impartiality. Also, the need for standard bearers will be determined by the number of tee times used.

Standard bearers provide a form of public information that is well-received by spectators and players alike.

STARTERS/RANGERS

STARTERS/RANGERS
STARTER

A starter has a dual role in a golf event.

Role one—he is a polished, articulate, organized **voice**, announcing players on a designated starting hole (usually the first tee).

Role two—he has the sole responsibility for keeping the starting tee running as punctually as possible. In the operation of Rule 6-3, it is paramount that the starter not only be aware of his duties but also **record** exact times of starting for each group, i.e., when the starting hole was clear to play relative to the assigned starting time. This may well avoid the disconcerting problem of players being late to the tee.

In selecting a starter for a key golf event, add stature to the position with people who have professional voices, i.e., local area radio or television announcers; key political figures in the community, sports celebrities, or the like. A starter should have a basic knowledge of the game of golf. No matter the choice, the individual should be responsible, organized and personable. If the committee members are uniformly dressed, this person might also be included.

The starter should have appropriate public address equipment, a watch or clock, scorecards, rules sheets, tees, pencils, etc. He should be positioned at a small table, possibly with an umbrella, a chair, and his player items, near the designated starting hole. Enough room should be allowed so as not to interfere with the teeing area itself.

The tee should be run as nearly on time as possible—**never ahead of time.** This just creates a congested area elsewhere on the course—generally the first par 3—and could create a problem relative to Rule 6-3. (Refer to the subchapter in this manual on "Public-Address" [page 1-145] for more details.)

Do not underestimate this person's role in running a successful event. The more sophisticated the event, the greater the starter's responsibility.

RANGER

Some facilities employ a ranger on a regular basis. Ordinarily the responsibility falls on a member of the professional staff only at peak times of activity. In running your event, a ranger might be necessary to keep play moving, aid first-time patrons in finding their way around the course and ensuring readiness for medical emergencies.

A ranger needs transportation to perform his duties. A golf car can be converted for the job. The vehicle should be fitted with signs designating it is a "ranger" golf car. Sometimes the sight of such person or vehicle will get slow players moving. The ranger also needs some device for communicating with the golf shop; either a CB radio, a walkie-talkie or a cellular phone. First-aid equipment should also be aboard the golf car. Oxygen is a must, especially for elderly clientele. Extra scorecards and pencils are also a good idea.

The person selected for this position should project authority, yet possess basic people skills. A person with a withdrawn personality or style would not be effective. He should be courteous but firm. However, the "bull in a china shop" approach isn't necessarily the right one for the job. The person should be given appropriate authority and backed up by the committee chairman. He should monitor the pace of play, golf-car traffic near tees and greens, and report on course maintenance problems. He should have CPR training. It might be propitious to use an individual who is somewhat autonomous to the golf facility operation. Sometimes feathers do get ruffled in rangering situations and the backlash could be costly in goodwill and otherwise if the person is a regular employee of the facility. Offering playing privileges in conjunction with a salary might be the best lure to hiring this person.

UNIFORMS

UNIFORMS

A staff uniform says "Hi, I'm here to help you!" It dresses up the facility's presentation when hosting a golf event. A uniform identifies staff personnel versus those who are participants or spectators.

For the staff member, it enhances team spirit and the feeling of belonging.

A uniform can be simple or elaborate, depending on the event, its purpose, and the function of the individual wearing it. Uniforms can be universal in look or vary by department, i.e., inside staff, outside staff, professional staff or casual labor. The look can be as simple as a standard colored shirt and matching slacks, or shirts can be scripted to say "Professional Staff" on the sleeve or chest. Matching sweaters or vests will help perpetuate the look in cool weather. Uniforms often lose their effect when a change of weather necessitates covering them with a jacket or sweater not related to the facility.

Name tags for the staff are an added touch, especially when dealing with players who are not facility regulars. They provide an ease and convenience which eliminate the "Hey You's" and allow staff to be addressed by name making all concerned more comfortable and congenial.

From an expense standpoint, the employer or club can supply the outfits, or the employees can purchase them, or a 50-50 split of the wholesale costs may work well for both parties. Check with your accountant to ascertain if the uniforms need be identified as income to the employee.

Club-event calendars can be published to show which uniforms are to be worn for the event. If not on a seasonal or monthly calendar, the uniform should be identified on the function sheet or advanced work sheet for the event. This ensures that staff personnel have garments clean and ready to wear. Examples of calendars with information on wearing of uniforms are on pages 1-180 and 1-181.

PGA CHAMPIONSHIP
CLOTHING ASSIGNMENTS
OFFICERS, BOARD OF DIRECTORS, PAST PRESIDENTS

	Jacket	Slacks	Shirt	Tie
Tuesday:				
Daytime	Navy Blue	Gray	White	Red/Gray
Past. Champ. Dinner	White	Navy Blue	White	Solid Navy Blue
Wednesday:				
Daytime	Tan	Brown	White	Brown/Tan
PGA Reception	White	Navy Blue	White	Solid Navy Blue
Thursday	Navy Blue	Gray	White	Red/Gray
Friday	Tan	Brown	White	Brown/Tan
Saturday	Navy Blue	Beige	White	Beige/Navy Blue
Sunday	Plaid	Navy Blue	White	Solid Navy Blue

RULES COMMITTEE

Thursday	Light Blue	Navy Blue
Friday	Gray	Plum
Saturday	Dark Green	Yellow
Sunday	Navy Blue	Light Blue

STAFF

Reception	White	Navy Blue	White	Navy Blue/ Red Stripe
Thursday	None	Coral	White	None
Friday	None	Tan	White	None
Saturday	None	Lt. Blue	White	None
Sunday	Gray	Navy Blue	White	None

Example 50

PGA SENIORS CHAMPIONSHIP

UNIFORM — RULES COMMITTEE

Slacks	Shirt
Thursday - Light Blue	Dark Blue
Friday - Green	Yellow
Saturday - Navy Blue	Light Blue
Sunday - Gray	Burgundy

Navy Blue Coat at Presentation

Example 51

GIFT CERTIFICATES

LEADING GIFT CERTIFICATE WINNER LISTS

Publish Leading Winners of Golf Shop Gift Certificates. The TOUR publishes a Leading Money Winner List, so why not publish a Leading Gift Certificate Winners List at your facility? Everyone likes to see his/her name in print. Keep an up-to-date Leading Gift Certificate Winners List posted on the bulletin board for men and women.

Include all gift certificate monies won during a calendar year. List every player who wins any amount and update it after each event. It is guaranteed to be a big hit. Possibly you can even have a bonus prize, or at least recognition in the club newsletter, for the seasonal winner. Promote that "It pays to Play!" (See sample list on page 1-183.)

LEADING GIFT CERTIFICATE WINNERS

(Through July 20th)

1.	T. Jamieson	$373.00
2.	B. VanDeventer	343.00
3.	G. Eaton	340.00
4.	B. Brooks	339.00
5.	G. Barrett	332.00
6.	G. Simon	315.00
7.	W. Stover	313.50
8.	B. Abraham	270.00
	R. Rule	270.00
	D. Schuitema	270.00
11.	G. Johnson	267.75
12.	Wm. Clark	247.50
13.	M. Murphy	244.50
14.	G. Goodell	240.00
15.	B. Knudson	236.00
16.	S. Powers	235.66
17.	F. Johnson	235.00
18.	M. Coon	221.50
19.	M. Tierney	211.50
20.	S. Mallory	206.16
21.	D. Stewart	197.50
22.	D. Mohnks	196.00
23.	T. Ochener	195.75
24.	D. Tracy	182.50
25.	G. Santimore	171.50
26.	R. Whitner	170.00
27.	D. Cosgrove	163.00
28.	G. Nickerson	161.50
29.	B. Lane	160.00
30.	B. Chapman	156.50
31.	T. Farhat	149.00
	G. Denfield	149.00
33.	B. McComb	148.50
34.	B. Johnson	147.00
35.	B. VonGrubea	146.00
36.	S. Mallory	142.16
37.	D. Bearden	138.50
38.	D. Millisor	130.00
39.	W.Martin	127.00
	F. Behymer, Jr.	127.00
40.	A. Wendrow	125.00
41.	J. Johns	119.00
42.	D. Mulder	115.00
	P. Kurth	115.00
	R. Sarosi	115.00
45.	C. Baryames	112.50
46.	B. Hart	109.50
47.	F. Behymer, Sr.	107.00
48.	W. Hollstein	106.50
49.	M. O'Connor	105.00
50.	D. Pfeiffer	97.50
51.	D. Blaine	95.00
52.	J. Scherer	94.50
53.	D. Miller	84.50
54.	M.S. Fortino	83.50
	S.P. Fortino	83.50
56.	C. Chittenden	82.66
57.	P. Kulka	80.75
58.	J. Ferguson	77.00
59.	C. Carr	75.00
	G. Danford	75.00
	C. Hopkins	75.00
	N. Kheder	75.00
	J. Ellis	75.00
	P. Huhn	75.00
65.	R. Radway	74.50
66.	T. Cramer	73.75
67.	F. Abood	72.50
68.	T. Asbell	70.00
	J. Weurding	70.00
70.	B. Bartell	65.00
	L. Thompson	65.00
	J. Atkins	65.00
	D. Hankey	65.00
	C. DeHaven	65.00
	F. Schotters	65.00
	B. Knack	65.00
77.	S. Eyde	62.50
	G. Green	62.50
	H. Mallory	62.50
80.	B. Dods	62.00
81.	C. Kuhlman	60.00
82.	J. Frauenheim	59.00
83.	N. Bacon	54.00
	E. Schmidt	54.00
85.	J. Schick	50.00
	T.Kelly	50.00
	B. Baumann	50.00
	B. Stowe	50.00
89.	D. Stiles	49.50
90.	D. Kulks	43.25
91.	C.Guyselman	42.00
92.	M. Gates	40.00
	Ken Smith	40.00
94.	T. Colthorp	36.25
95.	M. Anderson	35.00
96.	J.D. Anderson	34.00
	R. Milliman	34.00
98.	K. Lochechutz	33.00
99.	R. Anderson	32.50
	K. Murray	32.50
	B. Dehlin	32.50
	K. Bidwell	32.50
	E. Sherry	32.50
104.	H. Mitchell	25.00
	H. Todd	25.00
	Kim Smith	25.00
107.	D. Burgess	22.00
	D. Moeholder	22.00
	A. Nolen	22.00
	C. Fraser	22.00
111.	J. Chapman	21.75
112.	C. Pincumbe	20.00
113.	J. VandenBerg	17.50
114.	D. Ayers	16.00
115.	L. Clark	15.00
	G. Dahlberg	15.00
	G. Harrison	15.00
	M. Houston	15.00
	D. Noe	15.00
120.	D. Ammone	10.00
	J. Owens	10.00
	D. Rush	10.00
	J. Theophellis	10.00
125.	M. Mleko	9.50
	M. Flading	9.50
127.	D. Brooks	8.00
128.	R. Altobelli	5.00
	S. Doty	5.00
	E. Klewicki	5.00
	J. Richards	5.00
	A. Sheets	5.00
	T. Sukenik	5.00
134.	F. Fata	3.00

Example 52

PRESENTATION OF AWARDS

PRESENTATION OF AWARDS

The best-run event could end on a sour note if the Awards Presentation is improperly handled. The better the speaker or master of ceremonies, the better the presentation. No matter what degree of speaking profiency one possesses, the following will help for all presentations.

1. Test audio equipment well in advance, if a microphone is to be used.
2. Strategically place table with awards nearby and label order of presentation. These should be set up before tournament.
3. Dress properly—sport coat and tie will always add to the tone of the presentation.
4. Practice pronunciation of names beforehand if long or unusual.
5. Addressing the audience, introduce and thank the individuals who helped make the event a success: Sponsor, Golf Professional, Staff, Superintendent and staff, Manager and staff, tournament committee, marshals, scores, prizes committee, etc.
6. Present awards starting with the least prize and work up to the most important prize.
7. Keep comments brief and make any necessary announcements about imminent, or future events, if necessary.
8. Congratulate and give thanks to winner and field for their cooperation in making the event successful.
9. Log results for permanent record—make copies for press release, tournament chairman, finance committee and other parties concerned.

STORING TOURNAMENT INFORMATION

STORING TOURNAMENT INFORMATION

At this stage of a tournament, those who conducted it should possess a lot of additional data, experience and hindsight. It's important to get all this knowledge and information organized and neatly filed while it's fresh in mind. When a tournament is over the tendency is to breathe a sigh of relief, take a day off, and defer paperwork as long as possible. Well, your tournament may be complete, but it's not over. Your tournament is not official history until all records associated with it are complete and properly filed.

If you do not already have a filing system for your tournament operations, now is a good time to start. But how do you begin to set up a filing system? For the majority of golf professionals, this is not a forte'. Unfortunately, it is a necessary task associated with tournament operations.

First, establish a master file for information on past tournaments. You may maintain this file either alphabetically or chronologically. Set up two sections within this file, one for reoccurring events and one for onetime events. In each section you will store information on a particular tournament, depending on the type. Include contracts, registration information, budgets, housing/party sheets, results, statistics, etc. All sample forms you used similar to those in this manual should be filed in a neat, orderly fashion. If it is a large tournament, several folders may be necessary for one event. An important asset to any tournament information file is a summary sheet in the file's front telling about successes, failures, problems, things to change, things you may have forgotten this year and don't want to forget next year, etc.—any pertinent facts that you'll need to remember next time.

Maintain another file for current or upcoming events. This file should be maintained chronologically. Start a file on an event while it is still in the "talking stage". As it becomes a reality, continue to update the file as facts come in. When the event is complete **and** the file is complete, move it to your file of completed tournaments.

Filing Suggestions:

1. Use folders that are large enough. Don't try to stuff too much in too little space.
2. Color coordinate folders and tabs if possible. This is an aid to easy access.
3. Have a file cabinet just for tournaments, if feasible. If not, improvise with accordian files, permanent storage boxes, etc. Try to keep everything together as much as possible.
4. Periodically, purge your files of outdated and unnecessary items that tend to clutter and make it difficult to find information that will be needed again.
5. If you have a computer with tournament operations software, many of your filing needs will be made simple. Just ensure that diskettes and hard copies are kept in a safe place.

Once an adequate filing system is devised and set up, keeping it up is really not difficult—it just takes a little discipline. The results are well worth the effort. You will thank yourself every time you avail yourself of important information that saves you from starting so much of the planning from "scratch".

STATISTICS

STATISTICS (HOW COURSE PLAYED)

We are in the computer age. We have more facts and figures available to us than we know how to interpret and analyze. We have available to us the capability of machine analysis of data in many different formats, giving us usable statistics.

First, let's define statistics. The dictionary says they are "facts collected and arranged in an orderly way for study". Determine what statistics will be beneficial to your particular event. Golf statistics can be separated into many categories. Here are a few:

SCORES

This is probably the most common and most useful of all statistics. Considerable knowledge can be gathered by analyzing scores.

1. Hole-by-hole: Shows how each hole plays for a given day or for the entire event. This is most helpful for clues on changes that need to be made to hole placements, or tee marker placements.

2. Day-by-day: Shows total scores for a given day. Gives an overall view of how course is playing. Also shows how course plays under various weather or setup conditions.

3. Event-to-event: Shows how your course plays at different times of the year.

Number of Players/Format:

A common problem is the availability of the course for an event. It is most useful to know how many players you can get around your course in a given time with a given format.

1. Field Size: Keep records on the type of event, the number of players, the format, beginning times and finishing times, average scores, etc., to help you determine how long you must have control of the facility to run a particular event with a given size field.

2. Format: (Four-ball vs. Low Team Ball) or Stroke vs. Match Play. Keeping statistics on how your course plays on a hole-by-hole and day-by-day basis with different formats will help you regulate scores and determine which format is best.

3. Flights: Statistics regarding flights will help determine the total number of players you can play.

TIMES

Keeping times on the players in your event can provide valuable information to help control the length of play for a given day.

1. Tee Times: Obviously, there are only three alternatives here; two-tee start, one-tee start or shotgun. Consider statistics on how these three affect the time it takes to run an event with the given field size.

2. Finishing Times:
   Keeping finishing times on players can provide information as to how long it takes players to complete a round. This may be useful data if weather problems arise and play is suspended or altered.

The foregoing is not an all-inclusive list, but merely some suggestions on information that might be helpful to you. You know best what data is needed by your facility. Limit data to that which will be useful in planning future events. Be interested in information that will help you improve next year's event and spot trends which affect a particular tournament.

Once you have determined the information you need, decide how to collect it. The following are suggestions on how to organize collection of tournament data.

1. Develop a master sheet with lines and columns for entering all needed statistics in an orderly format that is easy to read. Examples of various forms are on pages 1-190 to 1-194.

2. Use scorecards, score sheets, summary boards and other notes taken throughout the day, or throughout the event, to collect the data you need. Organize these sources in a way that transfer to your master is facilitated, minimizing the possibility of error.

3. Use whatever equipment or personnel you have available to simplify the process, whether it be several volunteers to record information or a computer.

4. Keep permanent records of statistics gathered in an orderly filing system so they are readily available.

The collection of statistical data concerning your event or course is a necessary effort toward improving and adding dimension to your tournament. Samples of data collected for analysis are on pages 1-190 through 1-194.

Example: Score - Hole-By-Hole:

*** Round - 4 70 Scores Entered

Hole	Par	Average	Eagles	Birds	Pars	Bogeys	Double Bogeys	Triple Bogey +	Min	Max	Rank
1	4	4.100	0	14	36	19	1	0	3	6	14
2	4	4.471	0	3	37	25	4	1	3	7	1
3	5	4.914	1	18	38	12	1	0	3	7	18
4	3	3.329	0	2	44	23	1	0	2	5	5
5	4	4.386	0	4	39	23	4	0	3	6	2
6	5	5.086	0	8	50	11	0	1	4	8	15
7	3	3.214	0	4	48	17	1	0	2	5	12
8	4	4.300	0	4	45	18	2	1	3	7	6
9	4	4.243	0	7	40	22	1	0	3	6	9
OUT	36	38.043	1	64	377	170	15	3	26	57	
10	4	4.243	0	8	39	21	2	0	3	6	9
11	5	4.986	0	10	51	9	0	0	4	6	16
12	4	4.386	0	6	36	23	5	0	3	6	2
13	4	4.114	0	9	44	17	0	0	3	5	13
14	4	4.286	0	6	43	17	3	1	3	7	7
15	3	3.229	0	5	49	12	3	1	2	6	11
16	4	4.343	0	3	42	23	2	0	3	6	4
17	3	2.957	0	10	53	7	0	0	2	4	17
18	5	5.286	0	12	33	21	1	3	4	8	7
IN	36	37.830	0	69	390	150	16	5	27	54	
TOT.	72	75.873	1	133	767	320	31	8	53	111	

Rounds Below 70	0	Rounds At Even Par	6
Rounds Below Par	5	Rounds Over Par	59
Rounds Par & Below	11	Rounds 80 and Over	13

Example 53A

Example: Score - Hole-By-Hole:

GRAND TOTALS FOR EVENT
SENIOR PGA

*** Grand Total For 412 Scores Entered

Hole	Par	Average	Eagles	Birds	Pars	Bogeys	Double Bogeys	Triple Bogey +	Min	Max	Rank
1	4	4.362	1	35	216	136	22	2	2	7	11
2	4	4.483	0	24	209	144	30	5	3	9	4
3	5	5.146	3	68	229	91	20	1	3	8	17
4	3	3.403	0	14	233	151	13	1	2	6	7
5	4	4.561	0	15	200	154	37	6	3	7	2
6	5	5.209	2	55	241	89	19	6	3	8	16
7	3	3.231	0	35	255	114	8	0	2	5	15
8	4	4.459	0	20	216	149	22	5	3	8	5
9	4	4.379	0	30	223	133	25	1	3	7	9
OUT	36	39.233	6	296	2022	1161	196	27	24	65	
10	4	4.410	0	31	205	155	19	2	3	8	6
11	5	5.364	0	33	238	109	25	7	4	10	10
12	4	4.391	0	39	205	142	21	5	3	8	8
13	4	4.299	0	32	248	113	15	4	3	7	13
14	4	4.549	0	17	188	175	28	4	3	7	3
15	3	3.342	0	38	244	96	22	12	2	7	12
16	4	4.563	0	21	201	142	36	12	3	9	1
17	3	3.146	0	73	283	82	7	1	2	6	17
18	5	5.245	0	73	202	107	23	7	4	8	14
IN	36	39.309	0	357	2014	1121	196	54	27	70	
TOT.	72	75.542	6	653	4036	2282	392	81	51	135	

	Round-1	Round-2	Round-3	Round-4	Total
Rounds Below 70	1	0	2	0	3
Rounds Below Par	5	0	3	5	13
Rounds Par & Below	5	1	6	11	23
Rounds At Even Par	0	1	3	6	10
Rounds Over Par	136	129	65	59	389
Rounds 80 and Over	62	67	20	13	162

Example 53B

Example: Score - Day-By-Day:

Top Ten Day-By-Day Scores Numerically

1st Round
1. 67
2. 68
3. 69
4. 69
5. 70
6. 71
7. 71
8. 72
9. 72
10. 72

1st Round	2nd Round
1. 67	68
2. 68	68
3. 69	69
4. 69	70
5. 70	70
6. 71	70
7. 71	71
8. 72	72
9. 72	72
10. 72	72

1st Round	2nd Round	3rd Round
1. 67	68	66
2. 68	68	68
3. 69	69	68
4. 69	70	69
5. 70	70	69
6. 71	70	69
7. 71	71	70
8. 72	72	70
9. 72	72	70
10. 72	72	71

1st Round	2nd Round	3rd Round	4th Round
1. 67	68	66	68
2. 68	68	68	69
3. 69	69	68	69
4. 69	70	69	70
5. 70	70	69	70
6. 71	70	69	70
7. 71	71	70	71
8. 72	72	70	71
9. 72	72	70	71
10. 72	72	71	71

Example 53C

Example: Scores - Event-To-Event:

Top Ten Scores for 3 different 1986 Events

72 Hole Men's (May)	Four-Ball (July)	54 Hole Ladies (Sept.)
1. 287	271	241
2. 289	271	244
3. 289	271	246
4. 290	272	247
5. 291	273	249
6. 292	273	251
7. 294	275	251
8. 294	278	254
9. 294	278	255
10. 294	278	255

Example: Finishing Times:

Ten Fastest Finishing Times for 72 Hole Men's (May)

	Group	Time	Average Score Per Player in Group
1.	17	3:39	71.3
2.	11	3:41	74
3.	39	3:42	72.3
4.	22	3:42	73.3
5.	27	3:43	72
6.	41	3:45	73
7.	32	3:45	70
8.	05	3:45	71
9.	15	3:46	74.3
10.	19	3:46	72

Three Slowest Times for This Event

1.	45	4:27	78.3
2.	47	4:24	79
3.	48	4:24	77.3

SUMMARY
(AFTER-ACTION ANALYSIS)

SUMMARY (AFTER-ACTION ANALYSIS)

Record keeping, after-action analysis and publicity are paramount in finalizing a golf event. Proper record keeping aids in planning and running next year's events. The after-action analysis helps identify past problems and eliminates repeating past mistakes. Publicity, posting results and contacting the media is final recognition of those who participated in and supported the event.

A dual record system seems best. A loose-leaf binder, structured by category for every event, kept easily accessible, is a must. The second part, an event file, should be maintained. A file folder (typed) for each year of the event should be used. The file should contain:

1. Rules and format sheets
2. Number of entries
3. Amount of the entry fee
4. Prize breakdown
5. Sources of any added prize money
6. Other events played in conjunction with the event (long drive, closest to the hole)
7. Bets to hit the green, skins, etc.
8. Number of caddies and golf cars used
9. Event preparation checklist
10. Photographs of scoreboard
11. Uniform worn
12. Highlights of the event (aces, etc.)
13. An after-action analysis form and
14. The results.

Results should be typed, photo-copied, filed and posted in the appropriate files. The media should be contacted and given tournament results. If a facility has a newsletter, the results should be published in the newsletter. Candid photos taken during the event might be posted on bulletin boards or put in the newsletter. If a leading money-winner list is utilized, it should be updated for each event.

Ways to summarize/organize tournament results are shown on pages 1-196 through 1-203.

TOURNAMENT SUMMARY FORM

EVENT_____DATE _____

SITE _____

STAFF _____

YARDAGE_____PAR_____ _____ = _____

CONDITIONS _____

CADDY MASTER_____MANAGER _____

PRO_____ASS'T _____

LOCKER ROOM_____SUPERINTENDENT_____

OTHER _____

NEWSPAPER MEDIA CALLED

_____ _____

_____ _____

ARTICLES OBTAINED

_____ _____

_____ _____

COMMITTEE ATTENDANCE	ASSIGNMENT	COMMENT

HIGHLIGHTS

_____

_____

PROBLEMS - COMMENTS - (i.e.) CADDIES, GOLF CARS, CLUB FACILITIES, STARTING TIMES . . . . . .

_____

_____

Example 54A

TOURNAMENT SUMMARY FORM

QUALIFIERS:

NAMES	CLUBS	SCORES

ALTERNATES:

NAMES	CLUBS	SCORES

PLAYOFF TIME _____ _____ FOR _____

SPOT NAME

1. _____ _____
2. _____ _____
3. _____ _____

ALTERNATES

1. _____ _____
2. _____ _____
3. _____ _____

NAME	ADDRESS	SCORE
MEDALIST(S) _____	_____	
WINNER(S) _____	_____	
TEAM WINNER(S) _____	_____	
_____	_____	

Example 54B

MEN'S OPENING DAY RESULTS
A B C COUNTRY CLUB

			Winnings
4-Man Low Gross			
1.	63	(List names of players)	$30.00 Ea.
2.	66	(List names of players)	20.00
3.	67	(List names of players)	12.50
4-Man Low Net			
1.	58	(List names of players)	40.00 Ea.
2.	60	(List names of players)	27.50
		(Two teams tied)	
4.	62	(Two teams tied)	17.50
6.	63	(Four teams tied)	8.00
2-Man Low Gross			
1.	67	(List names of players)	55.00 Ea.
		(Two teams tied)	
3.	68	(List names of players)	40.00
4.	69	(List names of players)	22.50
		(Four teams tied)	
2-Man Low Net			
1.	63	(List two names)	80.00 Ea.
2.	64	(List two names of players)	67.50
		(Four teams tied)	
4.	65	(List players) 6 teams tied	47.50
10.	66	(List players) 5 teams tied	25.50
15.	67	(List players) 12 teams tied	12.50
		Closest to Hole: (Name player)	
		Longest Drive: (Name player)	

Logo Shirt
($30.00)

Example 54C

MEN'S OPENING DAY
A B C COUNTRY CLUB

2 Man 174 teams @ $10.00 Each — $1740.00 + added money = $1895.00

Breakdown

	Gross	Net
1.	$120 Team	$160.00 Team
2.	100	140.00
3.	80	130.00
4.	60	120.00
5.	50	110.00
6.	40	100.00
7.	30	90.00
	$480	80.00
		70.00
		60.00
		60.00
		50.00
		50.00
		45.00
		40.00
		40.00
		40.00
		30.00
		$1415.00

4-Man 33 Teams @ $20.00 — $660.00 + added money = $900.00

	Gross	Net
1.	$120	$160.00
2.	80	120.00
3.	50	100.00
	$250	80.00
		60.00
		50.00
		40.00
		40.00
		$650.00

Example 54D

TOURNAMENT
AFTER-ACTION ANALYSIS

What Went Right:

What Went Wrong:

Staff Comments:

Staffing Considerations:

What Can Be Done To Make This Event Better:

Example 54E

TOURNAMENT REPORT
AND RESULTS #1

CHAIRMAN:_____

Tournament: _____
Date: _____
Type of Event: _____
Eligibility: _____
Total Entries: _____
Total Entry Fees: _____
Handicaps: _____
Pairings Made By: _____
No. of Golf Cars Used: _____
Weather: _____
Additional Comments: _____
_____

BUDGET: _____

Additional Revenues -
Entry Fees: _____
Advertising: _____
_____
_____

TOTAL REVENUES: _____

EXPENSES -

Food: _____
Prizes: _____
Trophies: _____
Printing: _____
Postage: _____
Advertising: _____
Administrative: _____
Gratuities: _____

TOTAL EXPENSES: _____
NET PROFIT (Loss) _____

Example 54F

TOURNAMENT REPORT AND RESULTS #2

CHAIRMAN:_____

Tournament: _____

Date: _____

Type of Event: _____

Eligibility: _____

Total Entries: _____

Total Entry Fees: _____

Handicaps: _____

Groupings Made By: _____

No. of Golf Cars Used: _____

Weather: _____

Additional Comments: _____

_____

LIST OF WINNERS

_____

_____

_____

_____

_____

_____

_____

_____

Example 54G

A B C COUNTRY CLUB
TOURNAMENT RESULTS

NAME OF EVENT: _____
( ) CLUB EVENT: MEN ( ) WOMEN ( ) MIXED ( ) JRS.( )
( ) OUTSIDE PARTY: _____
CHAIRPERSON:_____PHONE WORK #_____HOME # _____
DATES OF PLAY: _____
OF PLAYERS: _____
OF GOLF CARS: _____
OF CADDIES: _____
FORMAT: _____
RULES OF PLAY: _____
_____

TEAM PLACES: 1ST_____ _____**PRIZES**

2ND_____

3RD_____

4TH_____

INDIVIDUAL PLACES - (NET)
1ST
2ND
3RD
4TH

INDIVIDUAL PLACES - (GROSS)
1ST
2ND
3RD
4TH

SKILL PRIZES:

CLOSEST TO HOLE #	_____	_____
CLOSEST TO HOLE #	_____	_____
CLOSEST TO HOLE #	_____	_____
CLOSEST TO HOLE #	_____	_____
STRAIGHT DRIVE #	_____	_____
LONG DRIVE #	_____	_____
LONG PUTT #	_____	_____
OTHER . . .	_____	_____

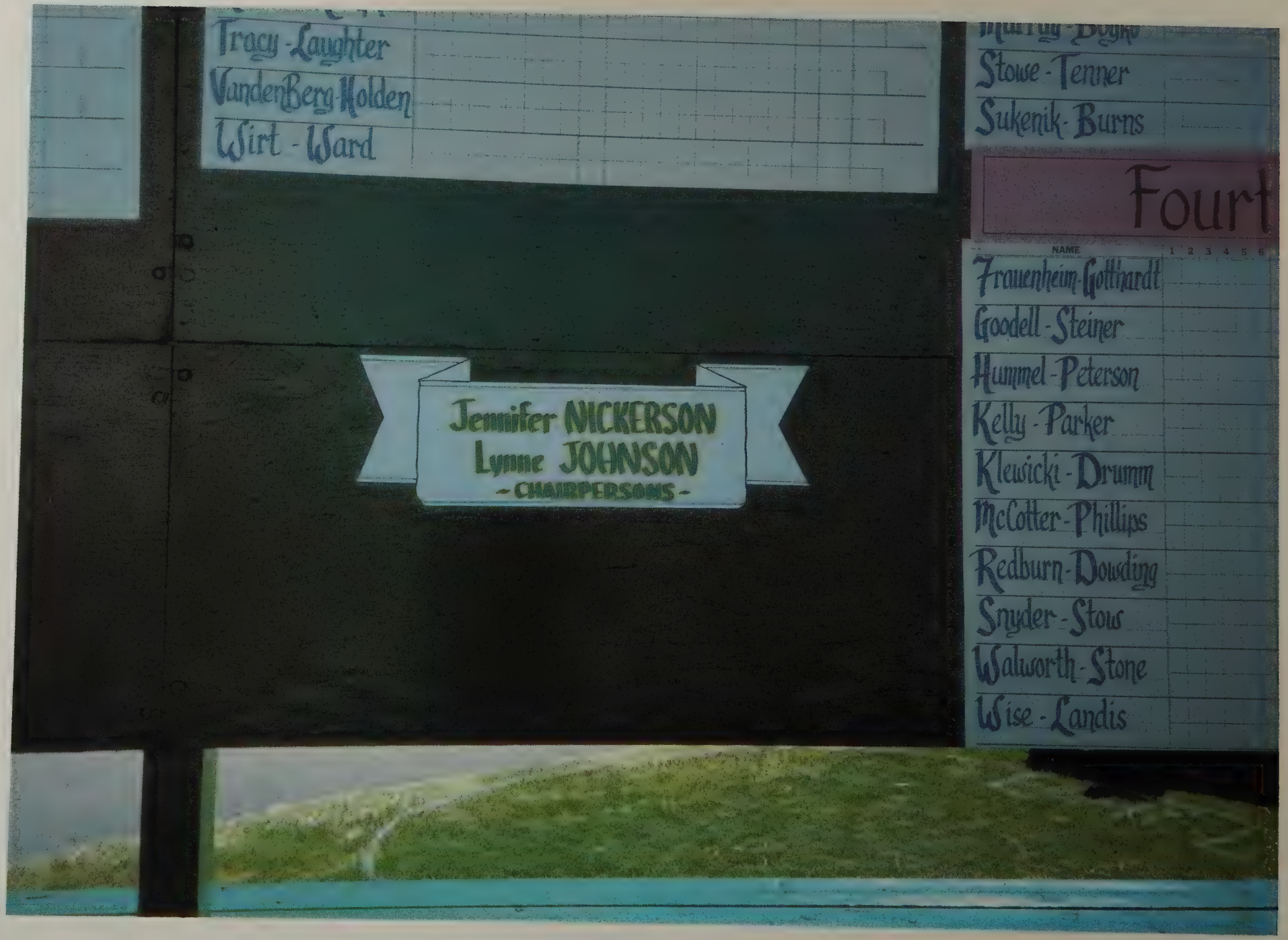
RAFFLE: WINNER_____
OTHER WINNERS:

Example 54H

PHOTO EXAMPLES

9B
SINGING HILLS
E-Z-GO

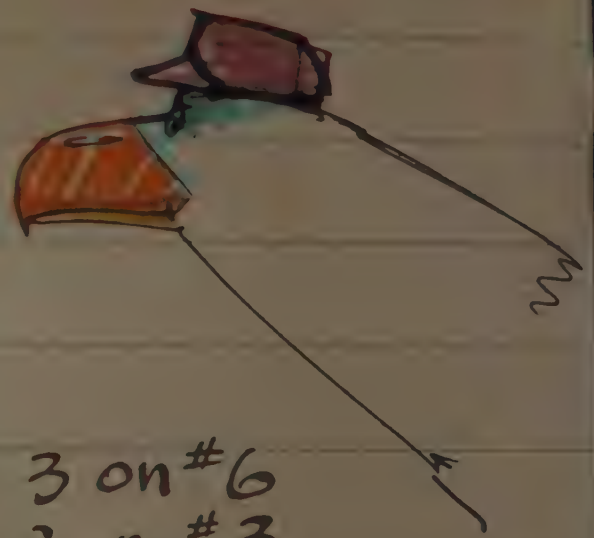
1985 Women's Invitational
Championship Flight
First Flight
Second Flight
Third Flight
Fourth Flight
Championship
First
Second
Third
Fourth
GROSS
NET


Tracy - Laughter
VandenBerg - Holden
Wirt - Ward
Stowe - Tenner
Sukenik - Burns
Four
NAME
1 2 3 4 5 6
Frauenheim - Gotthardt
Goodell - Steiner
Hummel - Peterson
Kelly - Parker
Klewicki - Drumm
McCotter - Phillips
Redburn - Dowding
Snyder - Stow
Walworth - Stone
Wise - Landis
Jennifer NICKERSON
Lynne JOHNSON
- CHAIRPERSONS -

PGA Seniors' Championship

D 1975
1966

155
Purely GUESSTIMATE

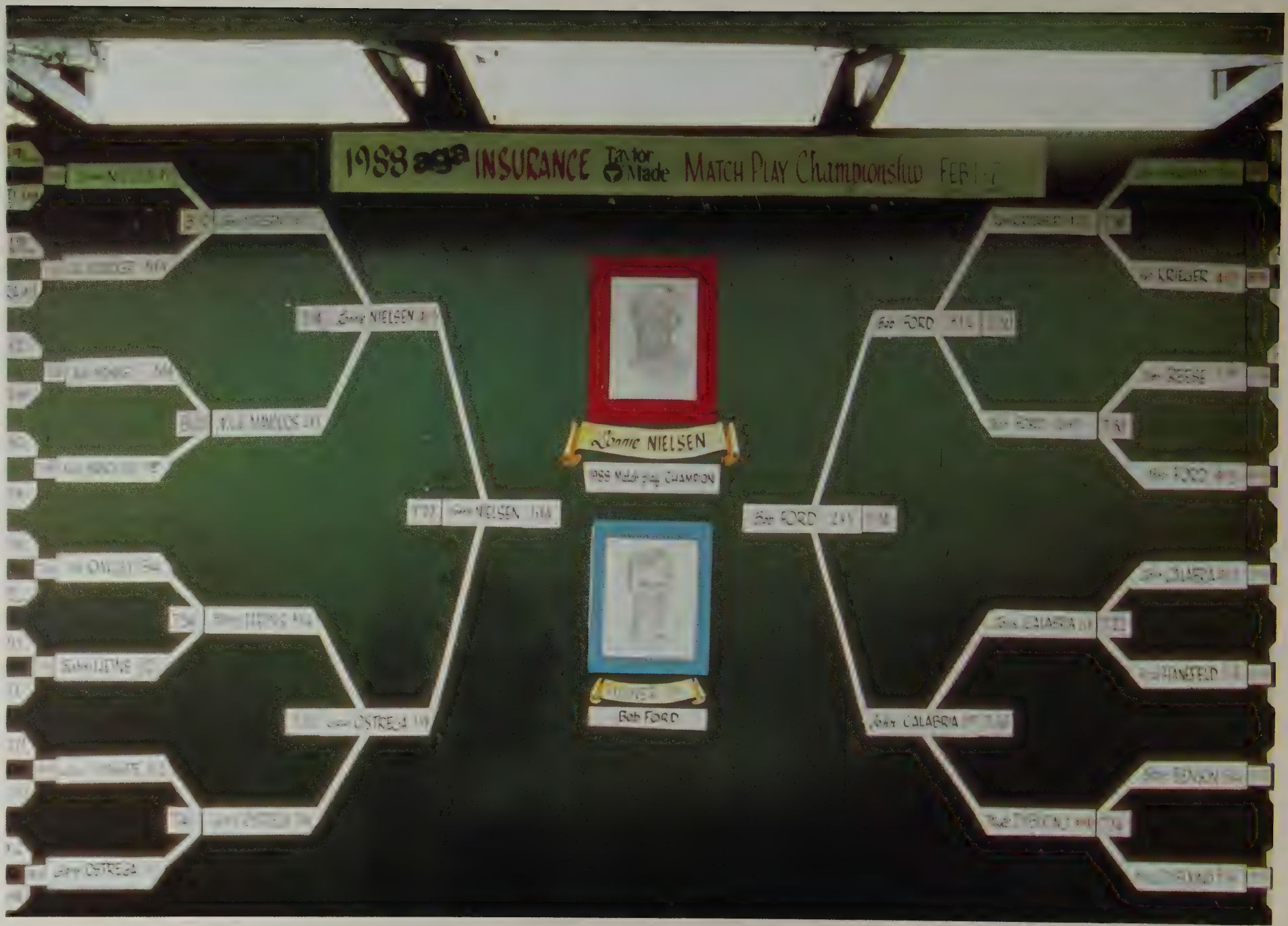


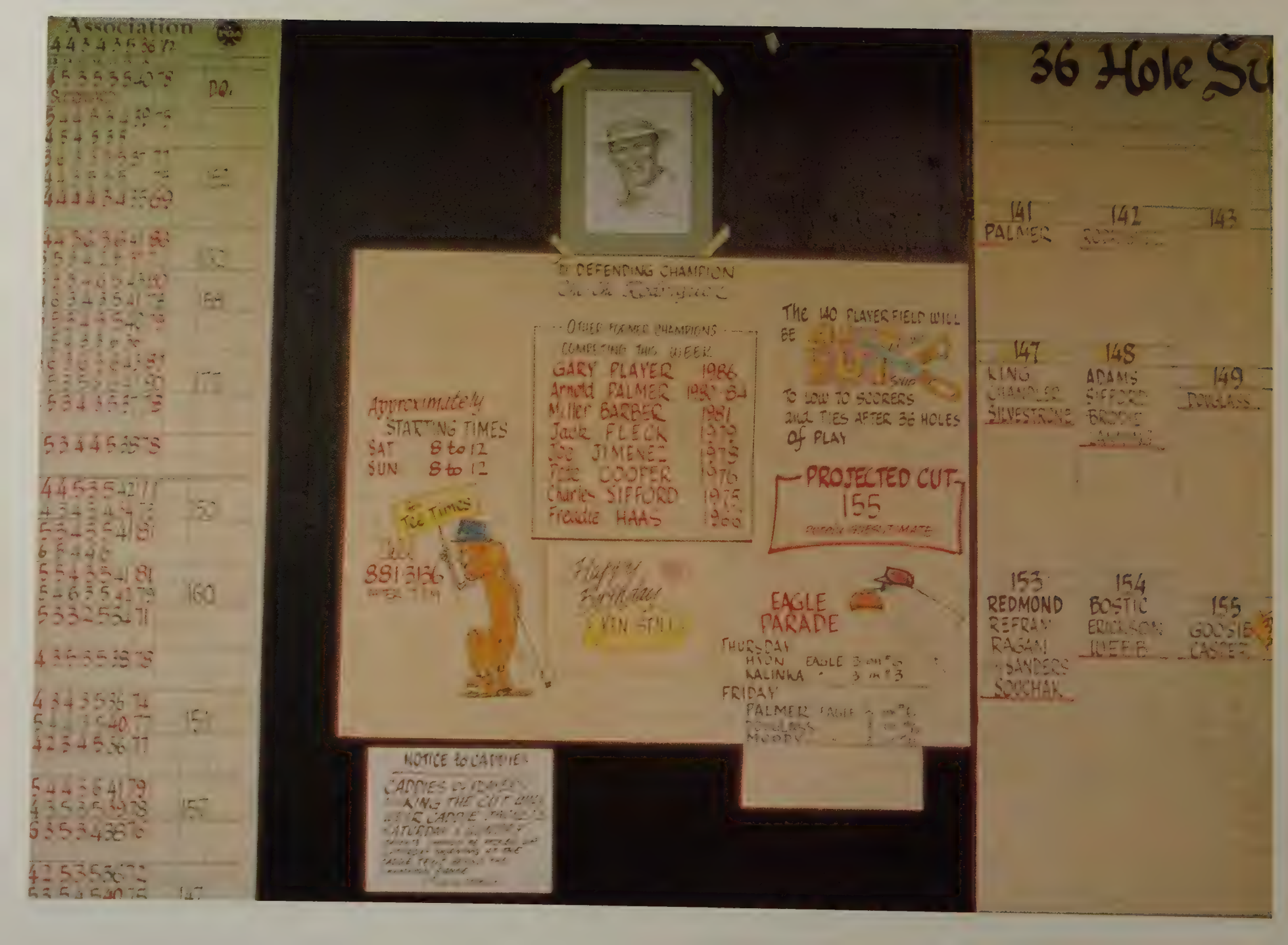
EAGLE PARADE

THURSDAY
HYON -- EAGLE 3 on #6
KALINKA " 3 on #3

FRIDAY
PALMER EAGLE 3 on #6
DOUGLASS " 3 on #6
MOODY " 3 on #11

153
REDMON
REFRAM
RAGAN
Doug SANDE
SOUCHA


1988 aga INSURANCE Taylor Made MATCH PLAY Championship
Lonnie NIELSEN
1988 Match play CHAMPION
Bob FORD
Bob FORD
John CALABRIA
KRIEGER
REESE
HANSFELD
NIELSEN
OSTREGA


Association
36 Hole Su
DEFENDING CHAMPION
OTHER FORMER CHAMPIONS
COMPETING THIS WEEK
GARY PLAYER 1986
Arnold PALMER 1980-84
Miller BARBER 1981
Jack FLECK 1979
Joe JIMENEZ 1978
Pete COOPER 1976
Charles SIFFORD 1975
Freddie HAAS 1966
The 140 PLAYER FIELD WILL BE
TO LOW TO SCORERS
and TIES AFTER 36 HOLES
of PLAY
PROJECTED CUT
155
Approximately
STARTING TIMES
SAT 8 to 12
SUN 8 to 12
Tee Times
881-3136
EAGLE
PARADE
THURSDAY
HYON EAGLE
KALINKA
FRIDAY
PALMER
NOTICE to CADDIES
141
PALMER
142
143
147
KING
CHANDLER
SILVESTRONE
148
ADAMS
SIFFORD
BRODIE
149
DOUGLASS
153
REDMOND
REFRAM
RAGAN
SANDERS
SOUCHAK
154
BOSTIC
ERICKSON
WEEB
155
GOOSIE
CASPER

HAMPION
iguez

AMPIONS
WEEK
1986
1980-84
1981
1979
1978
1976
1975

The 140 PLAYER FIELD WILL BE CUT

TO LOW TO SCORERS and TIES AFTER 36 HOLES of PLAY

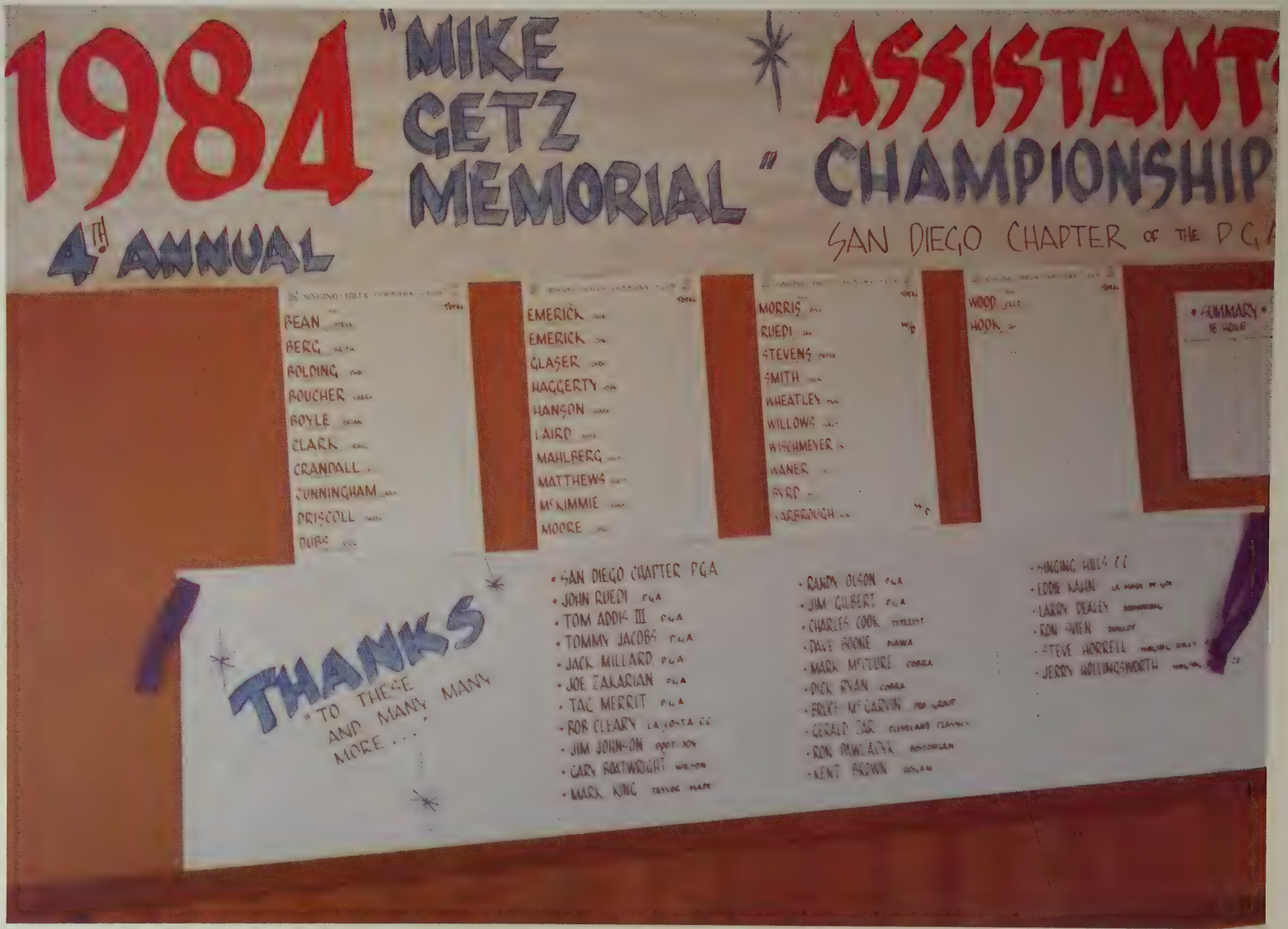
PROJECTED CUT
155

14
KING
CHAND
SILVES

BONNIE & CLYDE
INVITATIONAL

WELCOME
LADIES

MENS INVITATIONAL


1984
4TH ANNUAL
"MIKE GETZ MEMORIAL"
ASSISTANT
CHAMPIONSHIP
SAN DIEGO CHAPTER OF THE PGA
TOTAL
BEAN
BERG
BOLDING
BOUCHER
BOYLE
CLARK
CRANDALL
CUNNINGHAM
DRISCOLL
DUBS
EMERICK
EMERICK
GLASER
HAGGERTY
HANSON
LAIRD
MAHLBERG
MATTHEWS
McKIMMIE
MOORE
MORRIS
RUEDI
STEVENS
SMITH
WHEATLEY
WILLOWS
WISCHMEYER
WANER
BYRD
YARBROUGH
WOOD
HOOK
• SUMMARY •
18 HOLE
THANKS
"TO THESE AND MANY MANY MORE . . ."
• SAN DIEGO CHAPTER PGA
• JOHN RUEDI PGA
• TOM ADDIS III PGA
• TOMMY JACOBS PGA
• JACK MILLARD PGA
• JOE ZAKARIAN PGA
• TAC MERRIT PGA
• BOB CLEARY LA COSTA CC
• JIM JOHNSON
• GARY BOATWRIGHT
• MARK KING
• RANDY OLSON PGA
• JIM GILBERT PGA
• CHARLES COOK
• DAVE BOONE
• MARK McCLURE
• DICK RYAN
• BRUCE McGARVIN
• GERALD ZAR
• RON PAWLACYK
• KENT BROWN
• SINGING HILLS CC
• EDDIE KAHN
• LARRY DEALEY
• RON SVIEN
• STEVE HORRELL
• JERRY HOLLINGSWORTH

TYPES OF EVENTS

CHAPTER 2
TYPES OF EVENTS (EXAMPLES)
Introduction

There are numerous reasons for running a golf event. Determining the purpose of a tournament may help in deciding what form of event to host. Is the event to be strictly a social function? Is it a civic contribution? Is it to promote golf in general (i.e., a junior event)? Is it primarily to generate revenue? Is it a charity fund-raiser? Is it to promote the facility (new course, land-development project)? Is it to publicize a town or area (resort)? Is it to attract people to promote food and beverage revenues? Is it to entertain a business group? Is it to determine the best golfer? An event's format will depend on that event's purpose.

Variety encourages participation. Successful formats should be repeated annually. Spicing up a schedule of events with novel ideas keeps the program fresh and interesting.

An interesting modification of a long-drive contest may be "most accurate drive". The winner of the Long Drive Contest can usually be limited to five to 10 long hitters who are the only players with a chance. However, the Most Accurate Drive Contest affords all players an opportunity to win. The same type of Proximity Marker/Stake which is used for a long-drive contest is used. The marker can then be "leapfrogged" closer to a single straight line painted down the middle of the fairway as subsequent players hit closer to the line.

Time of year can also be a factor. Scrambles are great in the Spring when everyone hasn't had much time to play and practice. They are also good for Fall events when the weather is turning cold and good shots are fewer.

The balance of this chapter (pages 2-2 through 2-54) discusses various formats that might add variety and excitement to your tournament program.

REGULAR TOURNAMENTS

"Regular tournaments", as used herein, are those tournaments which are most common.

Match Play Events:

Match play is an old form of golf. It is fun and exciting. You start each match even with your opponent. Match play can produce some unexpected victors, which is one of the things that makes it fun.

"Major" match-play events are few and far between. The Ryder Cup, Walker, and Curtis Cup matches all contain match play; singles match play; foursome and fourball match play.

A match-play formula is great for events that involve local players, since travel and housing problems can be handled easily, and you don't know until the end of the first match whether or not you will be involved in the second match. Country Club or league tournaments can easily handle match-play events as a welcome change from traditional formats.

Fourball match play is great for businessmen tied to a desk who may play only once a week. Should a player make a seven, it may not be the end of his competing.

Match play requires qualifying for entrance and position. When the players have obtained their positions, match play begins. Sixty-four players in a field after one round reduces the size of the field by one-half to thirty-two, then 16, 8, 4, 2 and finally one. Many larger tournaments that draw their players from long distances have a consolation flight. That is, the players who lose in the first round go into a tournament of their own. They maintain their respective positions in the flights and their field is also cut in half after each round until there is a winner in the consolation flight.

Stroke Play Events:

The most popular competition is stroke play. The "Rules of Golf" give equal

time to both stroke and match play, and certainly both have an important role in developing a tournament. Stroke play is the most flexible and adaptable form of play. There are events that last from one hole to 144 holes, and sometimes more. Most stroke-play events are eighteen-hole, one-day events that produce a clear winner. Whether the winner gets a handshake or thousands of dollars, an eighteen-hole, one-day competition can fairly determine the winner by the end of the day, and the competition is totally completed. In case of a tie, a "sudden death", one hole (or more) stroke-play playoff will ultimately decide the winner.

Standard 18, 36, 54 and 72-hole stroke-play tournaments are conducted by organizations and clubs, and they mimic the formats used in some major events. Nonconsecutive day tournaments are the rule rather than the exception in order to facilitate weekend play. Many club championships run 36 holes a weekend; 18 holes on Saturday, and 18 holes on Sunday, for two weekends, making 72 holes gross. Clubs and leagues often divide groups of players by handicaps. Players with handicaps of 0 to 10 might be in Class A, 11 to 16 Class B, 18 to 22 Class C, and 23 and up Class D. These players compete against golfers of the same general ability, even though handicaps are not used.

One-Day Events:

Most golf events are one-day stroke-play events. These include:

1. 36-hole stroke-play tournaments.
2. 27-seven hole stroke-play tournaments.
3. 18-hole stroke play.
4. 9-hole stroke play.
5. Match-play events with a stroke-play qualifier.
6. Match play with 9, 18 or 36-hole formats.

Multi-Day Events:

Many tournaments are conducted over a period of days, usually two to four days. It is a popular opinion that the longer the tournament in number of holes played, the more assured you are of finding the best golfer. This has some merit, however, there are many instances in which a highly favored player has not won over 72 holes.

Some multi-day events are held simply because the contestants must come from a considerable distance, or because so much entertainment is in store for all concerned that it is undesirable to stop after just one day.

a. Multi-day events include:

1. 72-hole stroke play, (or more).
2. 54-hole stroke play.
3. 36-hole stroke play.
   All of these may be held over two or more days.
4. Match-play events.
5. Combination stroke-play (qualifying) and match-play events. This is popular for many state and national championships. The Western Golf Association Amateur Championship is probably the epitome of using a 72-hole stroke-play event to qualify, then match-play elimination to determine the champion.

b. Nonconsecutive, Multi-Day Events:

Nonconsecutive, multi-day events are utilized when a course is only available on certain days, or when the players are available only on certain days. This type of event is particularly popular in league play. For instance, when a league plays every Tuesday night, it is not uncommon to have recognition of season-long or even yearlong performance. Country clubs find weekend events over several weekends very popular since most country club players play on weekends. It is not unusual to hold all the club's major tournaments only on weekends as nonconsecutive, multi-day events. More serious tournaments often find a Saturday-Sunday three-round type of event perfect, allowing for fifty-four holes of play on weekends when it is most convenient for most players.

Friday and Saturday or Friday, Saturday and Sunday events are also popular. A business person may take Friday afternoon away from work to play in a member-guest tournament, for example. A Saturday completion allows a "get-away" day on Sunday. With no competition on Sunday, the Saturday night awards party is fun for all since there is no tournament round to worry about. The open Sunday provides for a "rain date", if needed.

During certain times of the season, because of limited availability of golf cars or caddies, nonconsecutive days is the way to go. Widely-spaced, one-day events are often combined to give a series winner.

Club Events:

The golf professional can be flexible in selecting the types of events for his tournament calendar. Country clubs, because they basically have the same people involved year after year, almost always require new events each year. The professional can run a great variety of events in one year, then come back the next year and change everything. Most clubs have traditional events, weekly events, ladies' events, club championships, junior events, senior events, mixed events, outings and special events, and combinations thereof.

League Events:

League events are usually fairly structured. Most are work-related groups that play one evening a week. Stroke play for nine holes is the norm, sometimes with new formats each week. There is usually a season award for low score, most improved, most birdies, etc. Match-play type events also work well in league play, with qualifying play and then match play with consolation flights. Golf leagues are a very popular form of golf event. Most are only nine holes; however, the type and formats still allow for a varied and interesting program.

National, State and Local Events:

Reasonably strict adherence to basic types of events is usual in national, state and local events. Due to the popular concept that stroke play in a multi-round, multi-day sequence helps produce the true champion, most big tournaments have extended competition. Television was the catalyst that probably made certain most major events are the same format. The type of format is usually limited to stroke play or match play, or even a formula created by the Western Golf Association. For their amateur championship, seventy-two holes of stroke play is conducted with the top sixteen players going into match play. It is a grueling, tortuous test of physical and mental abilities. This form of championship golf has produced some truly outstanding champions.

The scope and importance of the golf event must be determined with careful consideration given to the status, amateur or professional, of the entrants. Most amateur tournaments involve businessmen and students, many of whom cannot be away from their jobs for long periods, or are not financially able to participate in anything but a short event. Today's prices for housing, food, transportation, caddy and golf-car fees, and entry fees can involve quite high expenditures for even a single week tournament. Therefore, many state and local events have started playing the same number of rounds, but on fewer days, to help to cut expenses for some players. The popularity of sponsors for professional or mixed type events pushes the other direction, since sponsors want more and longer exposure for their dollars. Priorities must be set and balanced to consider sponsors and contestants alike.

Events Run By A Group or Outside Organization:

Some events are totally run by a group or organization. Dates, type of event, format, related activities and coordination of other facilities are handled entirely by the group sponsoring the event. The facility golf professional advises on methods for a smoothly run tournament. Unless a group has long history and experience in running an event, the golf professional's expertise will be needed to avoid the pitfalls of inexperience.

Outside golf groups must be made aware of available course facilities, course rules and regulations governing play, and all other facility services available.

The facility must be informed as to which group is playing and the number of participants. All departments must be aware of schedules and identification of the group. Staff must be prepared to support additional players and provide additional services.

Social Events:

Social events are often designed around a tournament, but not limited solely to the tournament. Example: A company gathers 100 of its customers along with twenty of its company officials for an event. Golf may not be the sole reason these people are having this gathering. It might rain, and the tourna-

ment might end up being a game of Gin Rummy. Another example is a mixed twilight golf tournament where again it rains. But a clever professional's rhetoric, a movie and some golf stories could make the evening a success. Social events should take into consideration the priorities of the tournament organizers. Some groups have a very serious tournament around which the social event is entirely centered, to include the awarding of very handsome prizes. Stroke play, eighteen holes or more over a weekend, is a normal type of format used for social tournaments. Tournaments are often planned to make sure the players are on time for a related dinner or lunch. These types of events have competitors who are often part-time golfers. They must be spaced properly on the course and five to six hours may be needed for a round of golf.

Formats:

Major Tournaments: Stroke play is the most common type of event with an 18, 36, 54 or 72-hole format.

Eighteen Hole (One Round) Format:

Depending on the size of the field, the players should be started in groups of two at six or seven-minute tee-off intervals. Groups of three should be sent off at eight-minute intervals and if groups of four are desired, ten minutes should separate the groups. You can tee off twenty players an hour from one tee in groups of two (six minutes), or twenty-two and ½ players an hour in groups of three at eight-minute starting times. Groups of four at ten-minute intervals will get twenty-four players an hour off of one tee. All players can be teed off of one tee and, using the proper interval, you can tell exactly just how long it will take to tee off the entire field. Gauging the time of play required by kind and caliber of contestants and the difficulty of the course, you can accurately determine when the competition will be over.

The double crossover is a popular way to tee off players in major events. Starting times around 9:00 A.M., or 12:30 - 1:00 P.M., are the most preferred starting times. The 8:30-9:00 A.M. times allow the player to sleep, have breakfast, and hit some balls and still finish play fairly early. The wind, if any,

is usually not strong and in warm weather the golfer avoids the heat of the day. The 12:30 - 1:00 P.M. time slot allows the player a leisurely morning. He can practice, avoid terribly cold temperatures and heavy dew. In case of weather delays, there is time to finish. When an afternoon time is necessary, the poorest playing time is late in the day when the sun is low, when shadows make play difficult, and the greens are often spike-marked. The double cross-over allows equitable times for more players. Say you have a field of 120 players, starting at 8:00 A.M. in groups of three on the first and tenth tee every eight minutes. You can start 84 players by 9:52 and can assign your 8:00 A.M. players a time of 10:00 A.M. on the tenth (or first) tee. You can start your afternoon wave at 12:40 P.M. on the first and tenth tees and have all players off by 1:20 P.M. All players will be off the course before 6:00 P.M., allowing flexibility for a playoff or weather delay.

Thirty-Six Hole (Two Round) Format:

Two rounds (36 holes) may be played on one day, two consecutive days, or on two nonconsecutive days. Two rounds in one day is a big task that allows little room for trouble, and requires a lot of daylight. A maximum of 120 players is about the comfortable limit. Starting at 7:30 A.M., the players will finish at about 7:30 P.M. The afternoon round will begin at 1:00 P.M. again on both tees.

Two rounds in two days can accommodate many more players. 150 to 175 players can be handled comfortably. Thirty-six holes on nonconsecutive days can also handle a fairly large field.

The single tee start is preferred by many. Remembering the formula for the number of players teed off per hour, you can nicely handle a large field. Seventy-five players can be teed off by 10:30 A.M. or so, and another 75 players can start at 12:00 P.M. and finish teeing off by 3:00 P.M., finishing at about 7:30 P.M.

Fifty-Four Hole Format:

Most 54-hole tournaments will require a cut at the end of thirty-six holes to the low fifty, seventy or even ninety players who will play the final round. This

formula is popular for a three-consecutive-day event. Some 54-hole events are concluded in two days. The cut would be at the end of 18 holes (first day), then fifty or so players would play 36 holes on the second day. You can cut to eighty or so players and still be able to handle 36 holes on the second day. A format not often used is to cut the field of 150 to the low 80 at the end of the first day, repair, play a morning round, then cut again to fifty who play the final round after being repaired a second time.

Seventy-Two Hole Format:

Seventy-two hole tournaments are normally played 18 holes on four consecutive days. A field of 150 might be cut to low 70-90 players and ties at the end of 36 holes. The formula used on the PGA TOUR in case of a rainout, and the one once used in the U.S. Open may also be employed. Cut at the end of 36 holes (two rounds) to the low seventy or eighty and ties, then play 36 holes on the final day.

The "cut" made in multi-round tournaments is not etched in stone. Many times it has to match the convenience of the host facility. A fifty-four hole tournament can cut to fifty players for the final day (three days), can start fairly early, say 7:30 A.M., and the facility may be used again by 10:30 or 11:00 A.M., by its regular golfers or members. Many "cuts" include ties and anyone within ten strokes of the lead. It can and does happen that a cut of fifty players may leave all fifty within eight or nine strokes of the leader. Since it is not unheard of to come from ten or more strokes behind to win a tournament, it seems a logical step to include players in the cut within a set number of strokes of the leader. The number of extra players can be considerable, so you must be certain the time and host facility can handle more players than planned.

Handicap Events:

Handicaps are what make golfers competitive with each other. Frankly, except for the most serious of national, state or local events, handicaps or some method of handicapping should be used. Handicaps are the equalizers in golf, whether it is in a big multi-day event, or a Saturday morning match. USGA-type

handicaps based on course ratings or the newer slope system, are very fair and when properly used and administered will make any two players near equal on the first tee. Based on the USGA formula, you can give a person a legitimate handicap immediately.

The Peoria System or the Callaway System of handicapping are both equitable means of handicapping an event, though all players in the event must use the same method even though they may have USGA handicaps.

Both types of handicapping are a little like rolling dice and rewarding players who have high scores on certain holes and play well on others. Should your tournament include both USGA-handicapped players and those without, two divisions should be considered so that players with earned and long-established handicaps need not feel they cannot fairly compete.

Thirty-Six Hole Stroke Play With Handicap:

More important events at clubs seek to build up the importance of that tournament by playing thirty-six holes over a single weekend, and applying full handicaps. Players simply sign up on the tee and play both Saturday and Sunday to determine the winner.

Eighteen-Hole Stroke Play With Handicap:

This by far is the most popular type of event in golf. It has many variations, which are discussed in a later chapter.

Professional-Amateur Events:

Professional-Amateur events are very popular.

"Pro-Ams", as they are called, may be conducted by the PGA TOUR along with the tour event. A Sectional or Chapter PGA event may include Pro-Members, Pro-Press (Media), Pro-Superintendent, Pro-Lady, Pro-Junior and other combinations.

Many professional-amateur events are conducted as fund raisers or promotional events for clubs. A large professional-amateur event may mean added income to a club on an "off day", or as a showcase event for a new club.

Competitions in "Pro-Am" events usually have a scramble or a one, two or three-low-balls-of-group format (refer to other formats in this section). The purse may be divided among the individual professional and the team. 25% of the total purse may be distributed to the individual professional purse with 75% to the team purse. The number of individuals and teams to be paid is dependent on the total number of players in the field.

A sample prize breakdown:

30 Teams or less:	INDIVIDUAL PROFESSIONAL (25%)	TEAM (75%)
	1 - 22%	1 - 20%
	2 - 20%	2 - 18%
	3 - 18%	3 - 15%
	4 - 16%	4 - 13%
	5 - 14%	5 - 11%
	6 - 10%	6 - 10%
		7 - 8%
		8 - 5%

35 Teams:	INDIVIDUAL PROFESSIONAL	TEAM
	1 - 20%	1 - 20%
	2 - 18%	2 - 17%
	3 - 16%	3 - 13%
	4 - 14%	4 - 11%
	5 - 13%	5 - 10%
	6 - 11%	6 - 9%
	7 - 8%	6 - 7%
		8 - 5%
		9 - 4%
		10 - 4%

40 Teams or less:	INDIVIDUAL PROFESSIONAL	TEAM
	1 - 20%	1 - 18%
	2 - 18%	2 - 15%
	3 - 15%	3 - 13%
	4 - 13%	4 - 11%
	5 - 12%	5 - 9%
	6 - 10%	6 - 8%
	7 - 7%	7 - 7%
	8 - 5%	8 - 5%
		9 - 4%
		10 - 4%
		11 - 3%
		12 - 3%

45 Teams:	INDIVIDUAL PROFESSIONAL	TEAM
	1 - 20%	1 - 18%
	2 - 18%	2 - 14%
	3 - 14%	3 - 12%
	4 - 12%	4 - 10%
	5 - 11%	5 - 9%
	6 - 9%	6 - 8%
	7 - 7%	7 - 7%
	8 - 5%	8 - 5%
	9 - 4%	9 - 4%
		10 - 4%
		11 - 3%
		12 - 3%
		13 - 3%

A group, club or association desiring to conduct a Professional-Amateur event should contact the local PGA Section for direction.

SPECIAL TOURNAMENTS

Special events may include the following:

Approach and Putting Contest:

Each contestant approaches and holes out three balls from 25, 50 and 100 yards off the green. In each case each ball should be played from a different direction. The winner is the one holing out the three balls in the fewest number of strokes.

Best Ball of Three:

This is not used as frequently as four-ball events, but still is interesting. A good mixed event; two men and one woman, or vice-versa.

Best Ball of Four:

Four players are a team, ideally a class A, B, C and D. Eighty percent of each player's handicap should be used, but some clubs use full handicaps. Golfers apply their handicap strokes to each hole and the lowest net score on each hole is recorded as the team score.

Better Ball of Partners (Four Ball):

Two players are a team. They apply their handicaps on the appropriate holes and have a net better ball on each hole, comprising the team score. Eighteen-hole stroke-play events are well liked. In many areas, only ninety percent of handicaps are used in Four-Ball tournaments. Thirty-six hole events or events of 54 or 72 holes are all popular using this format.

Best Ball of Group (or Four) Variation:

A four-man team event. One best-ball is used on par-five holes, two best-balls on par-four holes, and three on par-three holes.

Blind Partners:

This is an 18-hole stroke play a round with 90 percent handicaps. Players may

play the round with anyone of their choice. But partners are not drawn until the last group has teed off, so a player does not know his partner until he has finished. Winner is the team with lowest better-ball score.

Blind-Holes Tournament:

The winning score is based on only nine holes, selected individually from among the 18 to be played. The holes are not selected until after all players have left the first tee, so that the players have no knowledge of the holes that will count until they have finished play. Half handicap usually is used to compile net totals.

Bridgman Best Ball of Foursome:

Four players are a team using full handicaps. The eighteen-hole record is divided into three six-hole segments. Applying handicap strokes to each hole, the players use the one net best-ball per hole on the first six holes, two net best-balls on the second six holes, and three net best-balls on the final six holes. A great golf event, and for a fun wrinkle, make them use all four scores on the final hole. (We call that revision!)

Best- And Better-Ball (Four-Ball Events):

Everyday golfers are not accustomed to real tournament competition along with its pressures. Probably the type of event most enjoyed by the average player is a best-ball or better-ball type of event. Better-ball of partners is actually very competitive but also fun. A best ball of four or two best balls of four (or three) is a lot of fun to the player, for he can simply destroy a few holes, as all but a few players do, and still contribute heavily to a winning team score. On those few holes that are being "destroyed" the player can pick up without ruining the team score, and can actually help avert the aforementioned five- to six-hour round of golf. You can come up with a viable winner, giving each team member a true feeling of accomplishment. Time is the most prevalent element that takes the fun out of golf, and fun events are often the best way to put fun back into an event. Careful planning of the format is essential.

Blind Bogey:

Players are made aware of the Blind Bogey range for the day, say seventy to ninety. Each golfer gives the Professional a handicap (not necessarily his own) that will allow his net score to fall into the range of the Blind Bogey (70-90). If confused, tell the entrant the best way to pick a Blind Bogey handicap is to pick a number in the middle of the range, in this case eighty, and subtract that from what he honestly thinks he'll shoot that day, then use that number as a handicap. At the completion of play let a player pick out one of the twenty-one numbers to determine the winner. If he picks eighty-three, everyone with a net score of eighty-three using his Blind Bogey handicap is winner. More than one number may be drawn.

Callaway or Peoria Tournament:

This could be used when not all the competitors have an official handicap, (see formula under "Handicaps").

Closest to Line:

A white line is painted down center of fairway. Whoever hits the ball closest to line is the winner.

Choice Nines of Partners:

Partners play and select the best combination of one player's front nine and the other player's back nine. You can play this event as choice nines of twosome, and combination. The same player's score may be used on the front and back nine.

Choice Nine on Front Nine, Better-Ball on Back:

A two-player team selects one of the partner's front-nine net score using half the handicap. The lowest front-nine score combined with the net better-ball of the pair combine to make an interesting game.

Cross-Country:

Course is not played in usual order; instead tournament directions supplied each player read something like this:

1st Hole: From 1st tee to 3rd green;
2nd Hole: From 4th tee to 10th green;
3rd Hole: From 11th tee to 7th green; etc.

The tee for each hole should be near the green of the hole last played to avoid long walks between green and tee.

Consolation Tournament:

This is held at the end of the season on any basis desired. The only players eligible to compete, however, are those who have not won a tournament prize during the season. Some clubs give a prize to every player in the tournament.

Chicago System:

Each player is given a point-quota, based on his handicap. Points are scored: bogey-1, par-2; birdie-4; eagle-8. Player whose point total for 18 holes most exceeds his point quota (or comes closest if none exceeds it) wins. Find your point-quota opposite your handicap in table.

HCP	QTA	HCP	QTA	HCP	QTA	HCP	QTA	HCP	QTA
1	38	7	32	13	26	19	20	25	14
2	37	8	31	14	25	20	19	26	13
3	36	9	30	15	24	21	18	27	12
4	35	10	29	16	23	22	17	28	11
5	34	11	28	17	22	23	16	29	10
6	33	12	27	18	21	24	15	30	9

Long-Drive Contest:

These contests are held on the course, during a round, or on a range with a marker or specific hash mark to help determine the winner. Write your own specific guidelines as to whether a ball must be in the fairway to be eligible.

Daily Sweepstakes:

On a given day, allow all players to enter a "Sweepstakes". Prizes are awarded for the following: Eighteen holes — low gross, eighteen holes — low net, first nine holes — low gross, first nine — low net, second nine holes — low gross, second nine — low net, and fewest putts.

Drop Out Tournament:

This is similar to the play vs. par tournament. Each player is allowed his full handicap, the strokes to be taken as they come on the card. The player then plays against par. The difference is that a player remains in the contest only until he loses a hole to par. The winner is the player going farthest around the course.

Deuces:

On a given day in conjunction with another event, "Deuces" can be an added event. Any natural two is a winner. No handicaps are used.

Eighteen-Hole Throw Out:

Players apply handicaps on the appropriate holes, then throw out three worst net scores. A fun event.

Four-Ball Stroke Play:

This is similar to individual handicap stroke play except that players are paired in two-player teams, and their better-ball on each hole is the team score. Allow each player 90 percent of his handicap, the strokes to be taken as they come on the card. Many of the other tournaments listed above for individuals can be adapted to four-ball play.

Four-Ball Match Play vs. Par:

Allow each player 90 percent of his full handicap, the strokes to be taken as they come on the card. (When a player has a plus handicap, Par is allowed 90 percent of the player's plus handicap.)

Flag Tournament:

Players are given a small flag with their names attached to the flagstick. Using full handicap, play until reaching the number of strokes equaling par, plus one's handicap. The flag is planted after using the quota of strokes, playing an extra hole or two if necessary. The winner is the player who plants the flag farthest around the course. A variation is to award equal prizes to all players who hole out at the 18th green within their allotted number of strokes. **The United States flag should never be used as a marker in such tournaments.**

Field Day:

Each member brings three guests for the play, and usually for dinner. The play may be by teams of four, each member and his guest matching their best ball against that of the other groups, or it may be individual handicap stroke play. Additional prizes may be awarded for the best-guest scores. The event is an excellent means of interesting visitors in membership.

Fewest Putts:

This is also a gross event. Players keep track of all shots made from the putting surface. Only strokes taken with a putter on the putting surface are counted. No handicaps are used. The winner is the player using the fewest putts.

Goat Tournament:

Each member of the club is given an inexpensive token in the form of a goat, with his name on the reverse side. Any player may then challenge another to a handicap match, the winner to get the loser's "goat". After a player has lost his "goat", he may continue to challenge in an attempt to get another player's "goat". However, if he should lose and not have a "goat" with which to pay, he must purchase a "kid" for a nominal amount from the professional and give up the "kid". The "kid" is convertible into merchandise in the professional's shop. Only players with a "goat" in their possession may be challenged, and players usually are not required to accept a challenge more often than once a week. Post records of "goat" play and the current location of each "goat" and

who has the most "goats". The winner is the player holding the most "goats" at the end of the season.

Get-Acquainted Tournament:

Each player must select as his partner a man with whom he never has played. They play a stroke-play round as a team, the score usually being on their better-ball, with gross and net prizes. Each team is paired with another so that play is in groups of four.

Gross Minus Putts:

All players keep track of putts and subtract these from their score at the end of the round. This should be a gross event. It is good for early season play when not all players have established handicaps.

Handicap Stroke Play:

Players play 18 holes at stroke play. Prizes may be awarded for best gross and net scores. Full handicaps are used.

Holiday Package Events:

On big days or holidays, charge each player a rather large "package" fee of fifteen or twenty dollars. Have a group of events that everyone enjoys: low net in age groups, two best balls of foursome, straight drive on the first hole, low net in classes and long drive in classes. Straight drive on the first hole is managed like this: The night before, paint a channel on the fairway. Begin about 100 yards out and go to about 260 yards. The channel should be about 20-25 yards wide. Have a big box of top-grade balls (count the number of sleeves). Put small flags on the lines for easier reference. Each time a player hits a drive into the channel award three balls on the spot. Deduct the number of balls from the total purse before making up the payout purse. Players love to feel like a winner just as they get started. A real winner!

Horse Race/Derby:

Players sign up in advance and are paired by handicap, a low and a higher handicap. The number of holes played is determined by the number of teams participating. Players can be seeded or use handicaps, strokes where they fall on the card. For example, if ten 2-player teams participate, 4 holes might be a suggested number, then eliminating 3 teams on hole 1, 3 on hole 2, 2 on hole 3, leaving 2 teams for the final hole. All players play as one large group and ties may be decided by a "chip off" in each hole.

Hard Course Day:

Most clubs have fun with this one. Place the tees as far back as they will go and the flagsticks in the most difficult positions you can find. A net event that will show your regular players just how impossible the course can be.

Indy 500 Blind Bogey:

Again using the number of entrants in the race, say 33, determine your Blind Bogey range, 71 to 103. Pole positions will tell you who is the Blind Bogey winner here too. If the car from the number five position wins then 75 is your winning number.

Individual Handicap vs. Par:

Allow each player his full handicap. (When a player has a plus handicap, par is allowed the player's full plus handicap. Strokes are taken as they come on the card.) It is helpful if the card is marked at the start of play. The player then plays the full 18 holes against par, using the handicap strokes. The winner is the player most "up" on par at the finish.

Kickers' Tournament

The committee draws a number, advising players that it was, for example, between 60 and 70. Players select their own handicaps without knowing exactly the number drawn. The player whose net score equals, or is closest to, the number drawn, is the winner. This is a good tournament to schedule when accurate handicap information for a large percentage of the players is not available.

Ladder Tournament:

At the start of the season the names of all players are listed in order, according to handicaps. Those having the same handicap are listed alphabetically. A player may challenge any one of the three players listed immediately above him to an 18-hole match. If he wins, they exchange places. If he loses, he may not challenge again until he has defended his own position against a challenge from below. Play is usually carried out without handicaps.

Low Net Field:

All players who play on a given day compete with full handicap against everyone else in the field.

Longest in Two

Fairway or green only - select a long Par 5.

Low Net Smashers 0-15 and Smashers 16 and Up:

Divide your players in half using these handicap numbers (or others). Players compete only against players from his or her division. Prizes are purchased from the Golf Shop.

Low Net By Classes:

Players are separated by class. Class A = O – 10, B = 11 – 16, C = 17 – 22, and D = 23 and up, and their handicaps determine their class. They compete only against players of similar ability with the benefit of handicaps.

Low Net By Age Group:

This event, more popular with males, is a good event to have on busy days. Divide your players into seven age groups: under 40, 41-45, 46-50, 51-55, 56-60, 61-65 and 66 and up, or whatever is appropriate. Let players personally sign up on the tee, and you'll have a great event. Apply handicaps.

Mixed Foursomes:

These are a Sunday afternoon standard feature at many clubs, and they are now played in three ways. The official way is for the partners to alternate driving from each tee and then to play alternate shots until the ball is holed. The second way is perhaps more enjoyable for average golfers with both partners driving from each tee and selecting which ball to play thereafter. A third method was introduced by Mr. and Mrs. Richard Chapman with interesting results. Both partners drive from each tee, and then each plays a second shot with the other's ball. After the second shots, choose the ball with which the hole will be completed, alternate shots being continued, of course.

Match Play (Four-Ball):

Four-Ball match play is very popular. Match-play tournaments using this Better-Ball format are common at most clubs and the premier event at many.

Manning Low Ball—Two Low Balls of Foursome With Each Person Having to Play at Least Eight Holes:

Using full handicaps, four players record the two best net scores on each hole. The catch is that each player must use his score a minimum of eight times during the round. You must insist that players mark down all four scores and select the two scores that are to be used at the completion of every hole, and may not be changed. This is a challenging, thinking-man's game that is both frustrating and exciting.

Match Play vs. Par:

This can be individual or team. Players use handicaps as they play against par. The team or individual winning the most holes in a match against par is the winner.

Most 3's, 4's and 5's:

Players use full handicap, taking the strokes as they fall on the card. Prizes are awarded to the players scoring the most net 3's, the most net 4's and the most net 5's.

Men's Beat The Professional - All Win Day:

Eighteen-hole individual Low Net using full handicap. Players may make their own game and play anytime this day. Entry is $15.00.

Prizes: $5.00 of the entry fee is paid out in a low net of the field event. Pay 15-20% of the field a merchandise certificate from the golf shop. The other $10.00 of entry goes toward a closest-to-the-hole-contest, each player versus the Golf Professional.

Results are posted in the men's locker room the next day.

Explanation:

Play this event in the fall of the year to stimulate continued participation at the club. The closest to the hole contest is as follows:

1. Each member of the group plays his tee shot on the eleventh hole, a par three, playing at about 135 yards.

2. After all have hit, the group then selects a club that was used by a member of the group. The professional must now play his shot using that club.

3. After the professional plays, determine those closer to the hole than the professional. Each player who is closer doubles his money in a golf-shop gift certificate ($20.00). Those who do not "Beat the Pro" receive a $10.00 gift certificate.

4. The player who is farthest from the hole gets to keep the professional's "new" golf ball.

5. This event creates goodwill and a great deal of conversation. You can imagine that the pro will use anything from a nine iron to a driver for the shot; even a few left-handed clubs. Statistically, only 25% of the field usually beat the pro. This can be a very fun event for all.

Match Play vs. Bogey:

A good ladies' event. Using the correct application of handicaps, each player plays a match against bogey. The player with the greatest lead against par is the winner of the event.

Match Play of Team Total:

A two-player team event. Seed teams into match play, or have qualifying. The match play will be played by team net total on each hole. Apply handicaps appropriately to handicap holes.

Nassau Tournament:

This is similar to the handicap stroke play except that handicap strokes are taken hole-by-hole as they fall on the card and prizes are awarded for best first nine, the best second nine, and the best 18 holes. The advantage is that a player making a poor start, or tiring at the finish, may still win a prize for his play on the other nine.

No Alibi Tournament:

Instead of deducting his handicap at the end of the round, each player is allowed, during the round, to replay the number of shots equaling three-quarters of his handicap. A variation of the No Alibi Tournament is the Replay Tournament. Instead of allowing a player to replay a given number of his worst strokes, an opponent is designated for each player and the opponent is allowed to recall a given number of the player's best shots and ask that they be replayed. For Class A players, 9 strokes may be recalled; Class B, 6 strokes; Class C, 3 strokes. If the competition is conducted as stroke play, each opponent must exercise all his recall options.

Nutshell Championship:

A 9-hole stroke play qualifying round is played early in morning. Qualifiers are divided into flights of eight. The match play draw is based on qualifying scores as follows: 1 vs. 8; 4 vs. 7; 3 vs. 6. First-round matches of nine holes are played late in the morning. Survivors meet in the second round after lunch. Finalists in each flight meet in the third round of nine holes in the late afternoon. This format achieves, in a single day over 36 holes, an abbreviated equivalent of a weekend qualifying and knockout tournament. This event is sometimes called a "Miniature Championship".

Nine Selected Holes:

Everyone plays eighteen holes and while the players are on the course, the professional selects any nine holes at random. Half the handicap is deducted.

Old Hickory:

All entries must play with a set of wooden shaft clubs - dress in plus fours or roaring twenties clothes.

Odd Holes Front Nine, Even Back:

Players keep score as usual, but at the end of the round they add up their scores on odd-numbered holes on the front nine, and even-numbered holes on the back nine, then subtract half their handicap.

Pro Drop Back Event:

This is popular in commercial outings. The Professional plays the first hole with the first group. He hits the tee shot for the group and all players hit second shots from the Professional's tee-shot location. He drops back and plays the second hole with the second group, again hitting the tee shot for the group. He continues to fall back each hole and plays one hole with each group.

Point System (Team Style):

Using the handicaps, each player on each hole is awarded one point for a net bogey, two points for a net par, three points for a net birdie, etc.

Putting Contest:

Utilize the putting green with the minimum number of holes 6. (See Practice Facility section starting on page 1-141.)

Point Tournament:

Players use full handicaps, taking the strokes as they fall on the card. Eight points are awarded for an eagle, six for a birdie, four for a par and two for a

score one over par, on a net basis. The winner is the player with the highest number of points. The origin of the event is credited to the Tin Whistles, an organization of Pinehurst golfers, and it is known there as a Par-Bogey tournament.

Professional vs. Members:

The golf professional agrees to play a handicap match against each member as he is challenged, making a nominal charge for each round. The professional plays from scratch. The member making the best showing in his match receives a prize from the professional at the end of the season.

Practice Green Tournament:

An 18-hole event on the practice putting green. The winner is determined by total putts. In the case of ties, all tying contestants play extra holes at "sudden death". If the facility has no practice green, use the "clock" method on one of the regular greens near the clubhouse by marking off nine "tees" at varying distances around edge of green. Each player putts from these nine tees to cup.

Ringer Tournament

A player builds his total over the season by posting his lowest score on each hole. Scoring is on a gross basis.

Round-Robin Tournament:

Each entrant plays every other entrant at handicap match play during the season. Allow the full difference between handicaps in each match. A time/date limit is set within which each playoff must be completed; a player who cannot play an opponent within the time limit forfeits the match but may continue in the tournament. The winner is the player winning most matches.

Sadie Hawkins:

Women invite male partners - use Scotch Foursome format, or Pinehurst system. Place obstacles around course to add to the fun such as: Clothesline

with panties, shirts, shorts. Long Johns hanging in front of par three, or selected holes. Place mattress between tee markers on a specified hole compelling all competitors to tee off from same.

Syndicate Tournament:

The field is divided into classes according to handicaps: Class A may be men with handicaps of 7 and under; Class B, 8 to 15; Class C, 16 to 24, etc. The player who makes the lowest score in his class on a hole wins a syndicate. Syndicates may be cumulative. In the event that one or more holes are tied, those syndicates go to the player next winning a hole. Each player pays an entry fee of one golf ball; the total balls in each class are divided by 18 to determine the value of a single syndicate, and each player's prize is determined by the number of syndicates he has won.

String Tournament:

Each player or each side is given a piece of string in lieu of handicap strokes. The string is measured to allow one foot for each handicap stroke. The player or side may advance the ball by hand to a more favorable spot at any time. Measure the distance the ball was moved using the string. Cut off the length used. When the string is used up, the player is on his own. The string may be used on the putting green to advance the ball into the hole, or it may be used to place a ball away from a difficult lie through the green or in a hazard.

Senior - Junior:

Ideally this should be a multi-day event. Each team consists of a player under 55 years old and one 55 or over. It may be a "pick your own partner" or a team made by a committee. You may use any of a number of formats. The following format can be a really tough one. The Better Ball of Partners (net) added to both net scores (total), so you'll end up with a fifty-four hole score for each round played.

Scramble:

Scrambles are probably the most fun for people to play because you only play the good shots. For a basic format: four-man teams are put together, preferably A, B, C, D Class players. All players drive from the tee and select the best shot. All players then play the next shot from the position of the selected ball, placing (or dropping) their ball within an agreed-on distance (i.e. one foot, or a club length) from that spot. The same procedure is used on all shots, including putts. Some formats use a rule that if the chosen ball is in the rough, a bunker or water hazard, the designated one foot or club length distance must also be in the rough or hazard. Also when selecting a ball to be played on the fringe, the other balls must be played from the fringe when placed within the specified distance. This is a gross event. Handicaps are difficult to apply, but the best method is to use thirty percent of the lowest player's handicap, or 10% of the combined handicap of the group.

Having players of varying handicaps play from different tees, lets players of all caliber feel they are a part of the team. A high-handicap player can then be as much of an asset as a low-handicap player. A variation requires that every player's tee shot must be used at least three or possibly four times. Another format is that if any given player's shot is selected, he may not play on the next shot. These additions can tend to equalize teams that may have exceptionally strong players on them.

No matter which style you use, they are all fun. Following are some examples of Scramble Formats:

Scramble Format #1: (4 Player Scramble)

1. Enter gross score on card - **MINUS** 10% of combined handicap of group.
2. All players play WHITE TEES.
3. There is no limit on number of drives per player.

4. RULES OF PLAY—pick the best shot, each shot . . . place your ball within 6 inches of selected spot and in SAME TYPE OF LIE (if selected ball is in bunker you may rake the bunker between shots).
5. If a team is short a person, the remaining three players, in rotation, shall each play a second ball on six of the holes (using average handicap of the three to determine % of total).
6. Turn scorecards into golf shop immediately upon completion of play.

Scramble Format #2:

1. Any order of play may be used.
2. Men - WHITE TEES Ladies - RED TEES
3. After the best shot is selected by the team members, all other balls may be placed within six (6) inches of where the selected ball originally lay, not nearer the hole nor on the putting green.
4. If the selected ball is in a hazard, all balls must be placed within the hazard (players may rake bunker between shots).
5. On the putting green, all balls must be placed on the spot where the selected ball lay.
6. The score of the first ball holed, even if by mistake, will count and that ends the stroke play for that hole.
7. If a team is short a person, the remaining three players, in rotation, shall each play a second ball on six of the holes.
8. If a ball selected lies in the rough, or in a tree, or the like, it must remain in that lie.

Scramble Format #3:

I. METHOD OF PLAY:
Each group competes as a team for the LOWEST TEAM SCORE for the 18 holes.
Groups are composed of high, medium and low handicap players with each group's handicap about equal, based on the sum of their given handicaps.
The golfer with the lowest handicap in each group is the Team Captain. He is responsible for ball selection, scoring and turning in the team score-card when his group has finished.

1. Play begins with all golfers using the same tees.
2. Each member of the group tees off.
3. With the approval of the other members of the group, the Team Captain decides which is the most desirable drive off the tee.
4. The other three players then pick up their balls and proceed to the location of the best drive where they each play their second shot.
5. The best of the four second shots is selected, where all four of the group's third shots are played.
6. This procedure is continued until the ball is holed out.
7. At the end of each hole, the score for the group is recorded on the scorecard. There is only one score per hole. (No handicaps are applied.)

II. ADDITIONAL INSTRUCTIONS:

1. On the fairways, place all balls within 6" to 12" of the ball selected for play.
2. If chosen ball is in the rough, it must be played first and other 3 balls played within one club length of where chosen ball lay. Each ball must be played from the rough.
3. If the chosen ball is in a bunker (or water hazard), it must be played first and the other 3 balls placed within 12" of original spot (in bunker). Sand may be raked after each shot.
4. On the putting green, each member of the group must putt before anyone hits his second putt. When a putt has been holed, the remaining players do not putt.
5. The order in which the group hits can be varied according to the strategy the team wishes to follow.
6. If a team tie develops the winning team will be decided by a scorecard playoff beginning with Hole #1.

III. MISSING PLAYER PROCEDURE:

1. To compensate for a missing player, on a rotating basis one player on each hole may play two shots for that hole as if he were the fourth player. A rotation order should be established on the first tee.

Scramble Format #4

1. Preferred Lies will be played.
2. All players drive from the same teeing area. After the shot has been selected, each team member may place the ball within a club length of the shot, but no nearer the hole. If a selected shot is played from a hazard, bunker, rough or fringe of the green, again the ball must be placed within a club length of the shot selected, no nearer the hole, and must remain in the hazard, bunker, "rough" or the fringe of the green.
3. When putting, once the ball is holed out, no further putts may be taken. The team is cautioned not to make tap-in putts until all members have had the opportunity to attempt the team's original putt. The original putt must be marked with a coin or other small object and each player attempting a putt may reposition the ball no more than two (2) inches from the mark.
4. A tie for the first place will be decided by a hole-by-hole playoff beginning at Hole #1.

Scramble Format #5: (Two Player Scramble)

1. White tees.
2. Any order of play may be used.
3. After the best shot is selected by the team members the other ball may be placed within six (6) inches of where the chosen ball lay, not nearer the hole and not on the putting green. On the putting green the other ball must be placed on the spot where the chosen ball lay.
4. If a chosen ball lies in a hazard, in the rough or in a tree or the like, it must remain in that lie. If the chosen ball is in a bunker, the bunker may be raked between shots.
5. The score of the first ball holed, even if by mistake, will count and that ends the stroke play for that hole.
6. Total gross for the 18 holes less **30% of your combined handicap.**
7. All other USGA and local rules apply.

Scramble Format #6: (Five Player Scramble)

1. Each team will consist of five (5) players.
2. 10% of the players' combined handicaps will be the team handicap.
3. **PLAYING PROCEDURES:** The professional in each group must play the ball as it lies at all times. For the team of amateurs, however, preferred lies are in effect and the ball may be placed within six (6) inches of the chosen ball's position. Each player will hit a tee shot from the proper teeing area. The team will select the best positioned ball and the other players place their ball within six (6) inches of that position but no nearer the hole. The same applies to the putting green, but remember DO NOT HOLE OUT until everyone has attempted the putt, otherwise the holed putt shall count as the team score.

   In the unlikely event the best shot would be in a bunker, the bunker may be raked and the ball placed for the next player in that group.

   If your team separates from the professional you may not later use his shot, on that hole, as the best shot and go to that position. You may, on any hole, use the professional's score if it is lower.
4. **MISSING PLAYER PROCEDURE:** If a team is short a player the remaining players, in rotation, may play a second ball. Example: On the 1st hole of play, the first player would hit 2 shots from the tee; next player would hit 2 shots from the fairway and the rotation would continue for the rest of the round. PLEASE NOTE THAT THE PROFESSIONAL NEVER PLAYS TWO BALLS!
5. **SPECIAL CONTESTS:** Long Drive - #8; Straight Drive - #16 Close to the Hole on all par 3's; Hole-In-One on #6 and #18.
6. All gentlemen will play from the BLUE tee markers and the ladies from the RED tee markers.

Scramble Format #7:

1. Any order of play may be used.
2. After the best shot is selected by the team members, all other balls may be placed within six (6) inches of where the selected ball lies, not nearer the hole nor on the putting green.

3. If the selected ball is in a hazard, all balls must be placed within the hazard (players may rake bunkers between shots).
4. On the putting green, all balls must be placed on the spot where the selected ball lies.
5. The score of the first ball holed, even if by mistake, will count and that ends the stroke play for that hole.
6. If a team is short a person, the remaining three players, in rotation, shall play a second ball on six of the holes.
7. If a selected ball lies in the rough, or in a tree, or the like, it must remain in that lie.

Scramble (Speedy):

All four players hit off of the first hole played only. The best drive is selected and all second shots are played from that ball's position. The catch is that the player whose ball is selected does not hit a second shot from that location. In other words, only three second hits will be made from that location. The same thing applies to the third shot. The player whose ball is selected after the second shot does not hit the third shot. Instead, the player who sat out the second shot is now back in the game. Each time the player whose shot is selected does not hit the next shot. The only place that four balls are hit is on the first tee. The same holds true for putting. Whoever holes out does not drive from the next tee. This is a nice event to use in bad weather, as play is somewhat faster.

Scramble With Four Tee Shots:

This is the usual scramble format with four players. The regular scramble format is used but each player's drive must be used at least four times. This is a fun format that takes some thinking.

Special Event Blind Bogey:

Kentucky Derby Blind Bogey—If there are twelve horses running in the Derby, make your blind Bogey range from 71 to 82 and let the pole position of the winning horse determine the winning Blind Bogey number. i.e.: if the horse from the number three position wins, 73 is the winner, if from the ninth position, 79 wins, etc.

Skin Game:

All players pay an entry fee of, say two dollars, and play a normal eighteen holes. Each player applies his handicap strokes on a hole-by-hole basis, giving him a net score on each hole. Should a player have a lower score on any hole than anyone else in the field (net score), he wins a "skin". Divide the number of "skins" into the total pot and pay each "skin" equally in gift certificates.

Selecting Score:

Each player plays 36 holes. From his two cards, he selects his best score on each hole. The winner is the player with the lowest total score for the selected 18 holes. If net prizes are awarded, three-quarters of handicap usually is enough. This event may be completed in a day or extended over a weekend.

Shotgun Tournament:

At least one team is stationed on each tee of the 18 holes at a specific time; the longer holes may accommodate two teams. The start of play for everyone is signaled by a shotgun blast or a suitable substitute that can be heard throughout the course. All groups should finish playing 18 holes at about the same time.

Scratch and Scramble Tournament:

Play is at four-ball stroke play. On each hole, partners' scores are added and divided by two to obtain the team's score. Play is more interesting if players with high and low handicaps are paired. The handicap of each team is usually obtained by totaling the two handicaps and dividing by two.

Speck Tournament:

Players are teamed as in four-ball match play. Each team is credited on each hole with one speck (a) for the longest drive in the fairway, (b) for getting the first ball on the green, (c) for having the closest ball to the flagstick on the

approach shot, (d) for one-putt green, and (e) for the lowest score on the hole. The team having the most specks at the end of the 18 holes wins an appropriate token, usually in golf balls from the team with which it was paired.

Two-By-Two Scramble:

A team event. Two two-player scrambles. The A and D players and the B and C players are partners. Each two-player team plays a two-player scramble format, selecting the best shot each time. The resulting two scramble scores are added together on each hole to make up the team score.

Two-Day Ringer Tournament:

A player plays two consecutive days and applies the handicap strokes where appropriate. He uses his "ringer" score (ringer = the lowest score shot) on each hole for the entire round.

Throw-Out Tournament:

At the conclusion of play, each player is allowed to reject his three (or any designated number) worst holes. Handicaps usually are reduced in proportion to the number of holes which may be rejected. The winner is the player with the lowest score for the 15 holes (or the designated number) finally selected.

Team Events:

Team events are very popular since individual golf is a lonely way to play. Team games very often let you have some terrible holes without penalizing the team. There are two-man teams, three-man teams, four-man teams, and more-man teams.

Two Best-Balls of Four:

Four players are a team, ideally an A, B, C, D. Ninety percent of the handicap is used by each player, and the two lowest net scores are recorded after subtracting handicap. The two lowest are added together and used as the team score.

Two Best-Balls of Four Using One Gross and One Net Score On Each Hole:

This is a good Pro-Am event. The four-man team must use one gross and one net score on each hole. The same player's ball may not be used for both.

Three Best Balls of Four:

A four-man team using full handicaps finds the three best net scores per hole, adds them up, and that becomes the team score.

Two-Man Mixed Bag, Multi-Day Event:

A thirty-six hole, two-man event is interesting and challenging if it is broken down into four nine-hole stroke play events, with all scores totaled. The first nine should be best ball, the second nine a Chapman System Alternate Shots. (Chapman System applies when both players drive, they alternate second shots, choose the best position, then pick up the other ball and alternate the chosen ball into the hole.) The third nine will be choice nine (best net nine), and the final nine pure alternate shots. The proper handicaps should be used.

Women's Play With The Professional Day:

Eighteen-hole individual low net using full handicap. Play in groups of three. Shotgun start after coffee at 8:30 A.M., Entry Fee is $10.00. Prizes: $20.00 merchandise gift certificate from the golf shop to all women who have a net score that is lower than the Professional's score. A $10.00 certificate to all women who tie (or lose to) the professional. The Professional will play one hole with each group during his round. There is a luncheon after golf to honor the Professional, at which time the winners are announced and special prizes are awarded.

Explanation:

This event is treated as a special day for the women of the club. Golf Shop staff are required to wear blazers and ties this day. Purchase a red rose for each player and distribute them when players arrive to check in for the round.

The Professional has a hard task playing a round of golf when he starts at the first hole, but must play the rest of the holes out of order, #1, #17, #12, and so on. This can be confusing but if you know your course well, the ability of the players, and where you have positioned them on the course, you can do it, and complete your eighteen-hole round. Once in a while a group may be missed but very seldom. Everyone has fun. For many it is the only opportunity all year to be on the course with their golf professional. They tend to ask questions about the golf swing and the rules of golf and they enjoy watching the professional play. This is a great public relations tool.

OUTSIDE TOURNAMENTS

Generally, the expression "outside tournaments" refers to events in which many of the participants are non-members or at least, not "regulars" at the host facility. Examples of outside tournaments might be a member who brings his sales force or customers to your facility for a round of golf, or be when your facility hosts the Rotary Club or Exchange Club or even a major charity tournament. A word of caution—the committee, staff or other club representatives should not assume that participants who are from outside the club know their obligations or that the visitors are aware of the obligations of the club's representatives. The golf professional should not make the assumption that outsiders already know what the golf professional considers customary responsibilities of each party. A written agreement, which specifies each party's responsibilities, is a must. Outside events not only can increase profit and cash flow, but also provide an opportunity for you to demonstrate your professionalism. Organize registration to show where and when activities are taking place, how to get to them, and where to get additional information. Not everyone, especially newcomers, will be familiar with the surroundings. Your information and guidance will make everyone feel welcome and at home.

Some problems arise which are peculiar only to outside events, handicapping being the most frequent. Often players arrive without established handicaps—or at least unverified handicaps. The Callaway Method of "handicapping the unhandicapped" can help, but it is tedious, and mistakes can easily be made which could make the tournament's credibility questionable. Should you use this system, to ensure accuracy, assign sufficient trained personnel from your staff to do the job and provide a working environment that will afford them privacy and few interruptions.

Another method, slightly easier to compute, is a variation of the Blind Bogey: Players are handicapped based on their number over par on six "blind" holes. These holes are selected at random and unknown to the players, for obvious reasons. Their total number over par on these six holes is multiplied by three to produce an eighteen-hole handicap. If flighting is used, it is optional to flight by gross score and handicap by this blind-hole method, thus allowing players to compete only against players of similar skill. These two methods,

along with others that might be preferred, is an opportunity to display your PGA training as a tournament administrator. Participants depend on your expertise and your reputation as a professional is advanced by attention to these details.

Besides the formats used in other events (four-ball, best-ball, individual stroke play, etc.) a scramble or "select" format can be used. These are growing in popularity since they make for congeniality on the course, which is often an important aspect of an outside tournament. Players of low skill can participate and not feel pressured in this type of competition.

The tie-breaking procedure must be announced in advance of play, i.e., scorecard playoff using what hole, low gross score, etc. This information should be posted at the scoreboard, the starter's table, or as an item on the tournament information sheet. When it comes time to make the awards presentations, make everyone feel like a winner. Frequently, tournament chairmen pay more "places" so more people leave feeling like winners. During the awards presentation, compliment the winners and diplomatically challenge the rest of the field to come back and try again.

A common source of misunderstanding concerns prizes. Make clear beforehand any restrictions your facility has against outsiders bringing in prizes purchased elsewhere. Also, restrictions on food and beverage importation should be understood whether for on the course use or at the clubhouse before, during and after play. Food and beverage sales can be a big money-maker, but could have negative impact on the event if all parties involved are not aware beforehand of requirements and restrictions.

Only imagination limits the variety of augmenting on-course activities which might be used (par-3 contests/games, giveaways, hole-in-one contests, etc.). Other sections of this manual provide additional tips on these projects.

Outside tournaments offer an opportunity for increased profits. Your merchandise can be new and different and your novel ideas for promoting on-course competition can appeal to the players. Outside tournaments provide you, the PGA-trained professional, an opportunity to promote your facility and the game of golf, as well as affording players the opportunity of having a relaxing, enjoyable day of golf. Additional income is an incentive for making every tournament a first-class one.

JUNIOR TOURNAMENTS

The culmination of learning for junior golfers is the opportunity to compete. Dedicated people are needed to develop and conduct junior golf tournament programs and to promote integrity and sportsmanship in the junior golfer. The adult golfer who supervises this program must be a good example of that integrity and sportsmanship.

Junior tournaments are conducted at the club, city-wide and county-wide levels. Also, state and national junior golf tournaments are conducted by various associations as well as by the PGA and USGA.

If basic procedures are followed, with adjustments for geographical areas, a successful tournament program can be developed. The following are essential considerations in organizing a junior golf tournament program:

1. **Personnel**
   The volunteer is the heart of junior tournament program support. Parents and friends of golf can form the committee to conduct junior golf tournaments. As an association grows, staff people may be hired to conduct the events.

   The committee will handle various jobs including:
   - A. Entries, groupings and scorecards.
   - B. Tournament supervision.
   - C. Scoreboard.
   - D. On-course scoring.

   A coordinator for the program may be appointed or hired. A junior tournament association might have a day-to-day workload that justifies paid staff to coordinate the entire program.

2. **Financing and Budgeting**
   Junior tournament programs incur costs for mailing, trophies and ribbons, food and snacks at tournaments, printing of entries, stationery, committee food and general costs of tournament administration and associations.

Primary sources of income are:

A. Annual dues. (see membership application form on page 2-51)
B. Donations and sponsorships.
C. Tournament entry fees.

Some entry fee should be charged, whether $1 or $2. The fee should be low enough to allow every income level of junior golfer the opportunity to play. Obviously, entry fees this low may not cover expenses, therefore sponsors or donations may be needed. The amount of money needed would be based on the number of tournament entrants. For example, the greater the number of entrants, the greater the food service costs might be.

3. **Supervision**

In a junior tournament have an adult scorer accompany each group on the course, if possible. The basic concerns of a scorer:

A. Keep the players' scores.
B. Observe player conduct.
C. Discourage parental or spectator intervention.

Some scorers will be parents and therefore should not score for their own children. The use of scorers will largely add to the credibility of junior association tournament results.

4. **Rules of Junior Conduct**

Improper conduct should be dealt with by the tournament committee. Multiple offenses must be dealt with by severe discipline such as suspension from tournament activity. Adhering to these policies and others which fit the local situation gives credibility and good reputation to the association.

Golf etiquette and care of the golf course by Juniors are basic requirements. The following code of conduct or one that is similar may be adopted by a junior club or association:

Junior Golfer's Code of Conduct

A. No club throwing.
B. No swearing or vulgar language.

C. No cheating.
D. No discarding paper, cans, etc., on the course.
E. No Smoking.
F. Replace divots, rake bunkers and repair ball marks. Take care of the course!

5. **Types of Competitions**

Entrants in a junior tournament may be grouped in various ways, by age, by boys and/or girls, or by size. The most common grouping is by age. Competition in age groups could be broken down into any number of divisions depending on the total number of juniors and numbers within each age group. The following is a suggested age group classification for junior programs:

	Boys	**Girls***		**Boys**	**Girls**
	7-8-9 & Under	7-8-9	or	10 & Under	Same
	10-11	10-11		11-12	Same
Ages	12-13	12-14		13-14	Same
	14-15	15-17		15-17	Same
	16-17	15-17		15-17	Same

*A lower turnout of girls may necessitate a larger age spread.

Those who use age groups for various competitions usually allow for some mobility within the groups. If a junior player is more skilled than his peers, he could be allowed to advance to another age or classification level, provided he wants to do so. This type of reclassification is not recommended, however.

For beginners in the higher age groups a Class "C" may be formed. Players 13-14 years old who cannot break 100 and those 15-17 who cannot break 95 would form this division.

Another grouping is SKILL GROUPING. Establish a certain number of holes for the junior based on current playing ability and age. The criteria used here can be number of strokes or time to play (Example: use 10 strokes or 12 minutes or less as a guide.).

Holes	Age or Score	
1 or 2	7-10	No limit
4-7	Any	Over 10 per hole
9	Any	70 or below or time
18	Any	120 or below or time

Note: If handicaps are used, certain limits could be established in order to play a certain number of holes using the same scoring standards as above.

Junior HANDICAPS can also be used to group players. A variety of systems may be used to classify players into skill groups or flights (A-B-C-D) for competition. These divisions can be made within specific age groups, if the numbers are large, or made across-the-board for team competitions. The rating must consider the tees played.

The use of flights enables you to offer individual competition with players of similar skills. In junior events the use of flights could be an option to age grouping and is an ideal format for more socially-oriented activities.

By using handicaps, all of the standard golf events can be enjoyed by juniors. Early in the Juniors' golf season offer team activities such as scrambles, alternate shot and low ball of the team formats using players from different age groups.

Use of multiple tees - Recommend that certain age groups play from designated tees until either age or skill dictates a change. This speeds up play and allows for the juniors to score in figures near par. For example, the younger players (PeeWees or 7-10) should play from the 150-yard markers or specially prepared tees. The red, or short tees, can be used by the 11- and 12-year olds, gradually moving them back to the standard teeing areas.

Other types of junior competitions are:

PARENT-CHILD (Father-Son, or Mother-Daughter)

The best format for this mixed family event is some form of alternate shot competition using either a standard selective drive format or the Chapman System of switching on the second shots and then alternating on the third and subsequent shots.

Use combined handicaps for flights or, if team entries are small, use the USGA handicap allocation of 50% of the team total across the field.

JUNIOR SCRAMBLE

Scramble teams could be assembled by age groups or by skill categories. If age is the basis for forming teams, then for equity use some type of handicapping. Experience shows that 14% of the team total is workable. If skill or ability is the method of grouping, recommend that the player makeup be established by handicap or average score. Note: Make a note of "long hitters" regardless of handicap or age and see that one such person is on each team. Also the use of multiple tees for age groups will ensure that each player is involved in driving. The addition of features such as a drop-out format or a limit on shots can add variety to the event and involve more players.

For a scramble event, if the players do not have handicaps, simply establish an average score figure and compute from par. If many new players are without scores on which to base ability grouping, the Callaway Handicap System can be used for the team.

JUNIOR MEMBER GUEST OR INVITATIONAL

In this event, each junior can invite a friend as his guest for a 9- or 18-hole tournament. An entry fee should be charged to allow for favors for the guests and for prizes. Competition formats can vary, but an alternate shot (Chapman Version) or four-ball event is preferred.

JUNIOR TEAM PLAY - Inter-club leagues

A team of 5 to 8 players should be selected from a qualifying event to represent the club or course in inter-club competitions. To offer maximum

opportunities, you might add a Jr. Varsity or B team, making sure to accommodate each age group, including girls.

LITTLE LEAGUE FORMAT*

To encourage more team play at your facility, you might consider establishing a team junior league. In this format, teams are selected from a qualifying round. Each position on the six-man team is determined by order of finish so that players of similar abilities are on each team. In this way, the number one players from each team would play each other, the number two play each other and so forth. There is no age consideration, only ability. Players could exchange positions within a team based on performance in the league. The four low scores would be used in determining team and individual scores across the field competition as well. This is an excellent way to develop the team concept in golf and to also reward individual efforts.

TEAM FORMAT FOR JUNIOR LEAGUE

	TEAM 1	TEAM 2	TEAM 3	TEAM 4	TEAM 5	TEAM 6
Qualifiers	1	2	3	4	5	6
	12	11	10	9	8	7
	13	14	15	16	17	18
	24	23	22	21	20	19
	25	26	27	28	29	30
	36	35	34	33	32	31

Note: Play is either in groups of threes or fours, grouped by team number as indicated. The above format will work regardless of size. With a larger field (72 for example) you should consider a B or Junior Varsity group with six six-person teams. Non-qualifiers should receive lessons and be placed on an alternate list as substitutes or replacements.

PEEWEE GOLF PROGRAM

Competition or play for the under 10 age group should be very basic, beginning with a few modified short holes on the range to 1 or 2 holes on the course. Scores need not be kept initially, but as skills and interest increase

throughout the season, some records could be started. Emphasis should be on fun, along with the idea of lowering scores.

Note: To accommodate PeeWee play, or the beginning junior golfer, recommend that the course and rules be modified. For example have drop areas on all water hazards so that players can only lose one ball per hazard.

For two misses in succession, the junior should pick up the ball, walk 10 steps, drop it and try again.

*The little league golf format was developed by Richard Walker, a California golf professional, to be used by the United States Junior Golf Association.

6. **Courses Scheduling**
An acceptable, credible junior golf program helps in procuring time at a facility. If the golf professional or junior association conducts all phases of the tournament operation, courses and time will be made more readily available out of simple convenience. Visit or use a facility/course at least once a year. Some municipal courses may feel a civic obligation so may allow play more than once per year.

Most scheduling will be in the summer months with some utilization of holiday periods.

Matching courses to age groups is another way of adapting events to the juniors. For example, a 3 par course for 10 and under; a 3 par or executive course for 11- and 12-year olds; a moderate length for 13 and 14 and almost any course for 15 and 17 age groups. Younger players will enjoy competition more, learn more and progress faster on shorter courses.

7. **Running the Tournament**
Running the tournament actually includes pre-tournament tasks as well as the on-site supervision.

Pre-tournament tasks include the mailout of entry applications to junior members, receipt of the entries, arranging groupings and starting times, and mailing the groupings to each entrant.

Applications should be mailed out at least 3 weeks prior to the event. This will give the player ample opportunity to return the entry and fee. Do not accept an entry after the deadline or receive post entries at the tournament site. THIS POLICY MUST BE MADE CLEAR TO THE JUNIOR **AND** THE PARENT AND BE ADHERED TO. (See Tournament Information and Entry Form on page 2-50.)

Players will be upset and miss tournaments because they did not get their entry in on time, but once they realize they can't play, the deadline will be met the next time!

It is best to have one person in charge of each age division at each course. This person will need help with groupings and, at the tournament site, with starting and scoring.

Once the tournament is over the chairperson is responsible for awarding the trophies and reporting the results to the club, association and newspaper.

Try to keep the same chairperson for each age division in an association as long as possible, because he/she will have become familiar with procedures and will know the players. Group leaders may need the added support of the golf staff at a facility.

8. **Reward for Good Play**

The best practice is to not emphasize winning as the major objective of the junior tournament program, but it is proper to reward excellence in some fashion.

Modest trophies, or ribbons, should be provided in each age or skill grouping. Trophies or plaques should be awarded to 1st and 2nd in each division and ribbons through 5th or 6th. A year-end awards banquet is a great way to recognize workers and players. Top players in each division or grouping can be recognized

at a JUNIOR AWARDS BANQUET. (See Awards Information Sheet example on page 2-48.)

A point system in each grouping can determine year-end awards. Youngsters who finish 1st through 5th in a tournament may earn points. The example on page (2-48) is a point system used by one Junior Golf Association. Use it or create your own.

A well organized association and supportive staff will add to the strength of a junior tournament program. The educational and personal development of the junior golfer and the game of golf in general is the purpose of a good junior golf program.

A B C JUNIOR GOLF ASSOCIATION
POINTS CHART — GOLFER OF THE YEAR AWARD

Each year the Century Club of A B C sponsors an awards banquet at which time the Junior Golfers who finish fifth or better in points accumulated (during the year) in the various age divisions are awarded achievement trophies.

In order to be eligible for one of these awards, you must have competed in seven or more events in which points are given.

Juniors will be considered in the class (should their age change during the season of play) in which they competed the most number of times.

FOLLOWING IS THE CHART USED TO AWARD POINTS

72-Hole Events	30	20	15	12	10	8	6	5	(Points)
Age 15-17	x	x	x	x	x				
Age 13-14		x	x	x	x	x			
Age 11-12			x	x	x	x	x		
Age 10-Under				x	x	x	x	x	

36-Hole Events	20	13	10	8	6	4	3	2	(Points)
Age 15-17	x	x	x	x	x				
Age 13-14		x	x	x	x	x			
Age 11-12			x	x	x	x	x		
Age 10-Under				x	x	x	x	x	

18-Hole Events	10	7	5	4	3	2	2	1	(Points)
Age 15-17	x	x	x	x	x				
Age 13-14		x	x	x	x	x			
Age 11-12			x	x	x	x	x		
Age 10-Under				x	x	x	x	x	

Match Play Championship	Winner 30	Runnerup 20	Semifinalists 14 Each	Quarterfinalists 8 Each

Age 13-17
Stroke Play Tournaments

Three (3) hole stroke-play playoff will determine winner in each division. If still tied at end of three holes, then "sudden death" will take place.

Match of cards on the same basis will be used for breaking ties for remaining positions (3rd, 4th and 5th).

We also give points for placing in national championships, the Junior America's Cup and the Junior World. The above applies to association events, and should suffice for most programs.

Example 55

SAMPLE OF GROUPINGS

39TH ANNUAL A B C CITY JUNIOR GOLF CHAMPIONSHIP
Sponsored by

A B C CITY RECREATION DEPARTMENT
In Cooperation with

CENTURY CLUB OF A B C — A B C COUNTY JR. GOLF ASSOCIATION

BOYS & GIRLS 11-12, THURSDAY, APRIL 19, 1984 — HAINES PARK 9-HOLE COURSE.

YOU MUST NOTIFY THE GOLF COURSE: 232-2470 or THE GOLF OFFICE: 222-8137 IF YOU ARE UNABLE TO PLAY.

		SCORER
12:30	Tim Hart, Bo Bacinett, Mark Iveson, Corbett Rankin	
12:37	Davey Williams, Stephen Moyer, Chris McKenna, Kevin Riley	
12:45	Bryan Cochran, Devin Fitzmaurice, Moises Neri, Todd Andrews	
12:52	Lance Barnes, Jeffrey Munyon, Troy Parish, Chris Windle	
1:00	Darryl Riddlespurger, Curt Vurpillat, David Gulczynski	
1:07	Trevor Hanks, Zack Leigh, Billy Rounsifer, Ryan Carlson	
1:15	Travis Henderson, Michael Smith, Ryan Encinas, C. Puck	
1:22	Paul Beiermann, Leon Gracida, Geoffrey Kosty, S. Stephens	
1:30	Kristyl Sunderman, Annette Troiano, Jeannie Barbe	
1:37	Leta Lindley, Robin Rabello, Chuc-lan Lantow	

NOTES OF APPRECIATION MAY BE SENT TO:

BILL JONES, SUP'T GOLF COURSE
CONFERENCE BUILDING
HAINES PARK
A B C, CA. 92101

MR. SMITH, PRES.
CENTURY CLUB OF A B C
4455 MORENA BLVD., SUITE 106
A B C, CA. 92117

SPIKE BLACK, MGR.
HAINES PARK G.C.
GOLF COURSE DRIVE
A B C, CA. 92102

Example 56

THIS IS A SAMPLE OF TOURNAMENT INFORMATION AND ENTRY FORM
THIS CAN BE MODIFIED TO FIT YOUR SITUATION
FRED JONES 29TH ANNUAL JUNIOR INVITATIONAL GOLF TOURNAMENT

STROKE PLAY

OCEANSIDE GOLF COURSE — DECEMBER 20, 1982
U.S. NAVAL TRAINING CENTER — DECEMBER 21, 1982
ORANGE & FOURTH STREETS — DECEMBER 22, 1982

DIVISIONS AND PLAYING DATES

MONDAY, DECEMBER 20 - 8:00 A.M.
Boys & Girls 10 and Under — 9-Holes
Boys & Girls 11-12 — 18-Holes

TUESDAY, DECEMBER 21 - 8:00 A.M.
Boys & Girls 13-14 — 18-Holes

WEDNESDAY, DECEMBER 22 - 8:00 A.M.
Boys & Girls 15-17 — 18-Holes

NOTE: **NO CLASS "C" IN 13 - 14 & 15 - 17 DIVISIONS**

COMMITTEE WILL DETERMINE QUALIFYING SCORE
FOR 2ND 9-HOLES IN EACH DIVISION

REFRESHMENTS WILL BE SERVED

ENTRY FEE $1.00 **ENTRY FEE $1.00**

AWARDS WILL BE MADE FOLLOWING PLAY EACH DAY!
- - - PLEASE NOTIFY COMMITTEE IF UNABLE TO PLAY - - -

YOUR ENTRY MUST BE ACCOMPANIED BY THE ENTRY FEE AND RECEIVED ON OR BEFORE TUESDAY, DECEMBER 7, 1982.

MAIL ENTRIES TO: JUNIOR GOLF ASSOCIATION
4377 TEMECULA STREET
A B C, CA. 92107

NO POST ENTRIES **NO POST ENTRIES**

. . . . . .DETACH HERE . . . . . .

FRED JONES 29TH JR. INV.
DECEMBER 20, 21, 22, - 1982

ENTRY FEE: $1.00 **NO POST ENTRIES**

NAME _____AGE_____AVG. SCORE_____PHONE_____

ADDRESS_____CITY & ZIP CODE_____

I agree to abide by all rules of golf and special rules of this event.

SIGNATURE OF ENTRANT _____

In consideration of my child's participation in the 1982 FRED JONES JR. INVITATIONAL GOLF TOURNAMENT, I hereby release the sponsor from any and all liability resulting from any accidents that might occur to my child.

SIGNATURE OF PARENT (or guardian)_____

WILL YOU SCORE OR PROVIDE A SCORER? YES_____ NO_____

PLEASE CIRCLE YOUR DIVISION:

15-17 13-14 11-12 10 and Under

Example 57

MEMBERSHIP APPLICATION FORM

--- MEMBERSHIP NOTICE ---

MEMBERSHIP DUES TO A B C COUNTY JUNIOR GOLF ASSOCIATION

ARE DUE AND PAYABLE, JANUARY 1, 19_____

* * * * * * * * * * * * *

(Check)

ANNUAL JUNIOR MEMBERSHIP ..... $3.00 each Junior ( )
ANNUAL NORTH COUNTY MEMBERSHIP ..... $1.00 each Junior ( )

For residents living in Del Monte, North Shore and other areas of South Co. All such juniors would pay the $3.00 dues plus $1.00 (No. Co. dues) Total $4.00.

ANNUAL FAMILY MEMBERSHIP ..... $10.00 ( )

If you have more than three juniors in the JGA, it would pay you to take the family membership. If you live in South County, add $1.00 per junior to the $10.00. Please list juniors on reverse side of this notice and list birth dates and school attending.

PATRON MEMBERSHIP ..... $25.00* ( )

If you wish to send **additional funds** to assist the JGA year-around program.

*Tax Deductible.

ANNUAL DUES ARE FOR THE ENTIRE YEAR. JANUARY 1 THROUGH DECEMBER 31.

NO REDUCTION FOR ANY PORTION OF THE YEAR.

..... JGA RENEWAL .....

NAME _____ AGE_____ DATE OF BIRTH _____

ADDRESS _____ CITY _____
ZIP CODE

PHONE _____ SCHOOL ATTENDING_____

NOTE: CHECK HERE IF THIS IS A NEW ADDRESS ( ) NEW PHONE NUMBER ( )

DATE MAILED _____

Example 58

SCHOOL TOURNAMENTS

School tournaments, matches and meets should be offered to promote competition, goodwill and academic advancement opportunity (scholarships) for middle, secondary and college-level students.

Following are the various formats you can offer to leagues and schools:

School Competitions (League Events):

1. 18-hole stroke-play event with any number of teams (usually 5-10 schools in league).

   Team winner determined by using low 4 or 5 scores from 5 or 6 team members.

   Low score for an individual may be awarded or recognized*.

*NOTE: In a team competition, without concurrent individual competition, the committee may permit each team to appoint a person as team captain (or coach) to give advice to members of that team. This person must be identified prior to the start of the competition (USGA Rule 8-1.)

2. Dual Team competition based on individual matches. Award points for winner of each nine and match winner. Points from each match are totaled to determine winner. (Player one, Team A vs. Player one, Team B).

   Example:
   1 point winner of 1st nine**
   1 point winner of 2nd nine
   1 point winner of total match
   3 points total for each match
   18 points for 6 matches
   **halved nines ½ point

3. Dual Team Competition based on Four-Ball (BB partners) matches (Team of Player A & B of one team vs. Team of Player A & B of other team). Same point distribution as dual individual matches (#2 above).

   A competition could combine both of the above formats and combine the points from both types of matches to determine the match winning team.

   However, the committee or league office must announce which Rules of Golf govern these competitions. Usually the rules pertaining to Four-Ball Match Play would overrule singles match play if necessary.

4. Dual and Tri Competition:
   - Four-Ball stroke-play competition with the low scoring set of partners winning.

   - Points could be awarded for finishing position in each event, or meet, and could determine a league champion.

League Playoffs & League Championship:

1. Each school will place 1 team in competition.
2. Teams consist of 5 or 6 players with aggregate score of best 4 or best 5 respectively constituting the official team score.

League Champion: award points to each school based on finish in each league tournament (5 -1st; 3 -2nd; 1 -3rd). League Champion would be team with most accumulated points.

Regional Playoff:

1. Each league will place 2 teams in competition.
2. Teams consist of 5 or 6 players with aggregate score of best 4 or 5, respectively, constituting the official team score.

Intercollegiate Tournaments:

These events promote golf on an advanced level, promote further competition, and allow an opportunity for students with golfing ability to advance academically and compete at the collegiate level.

Types of competition:

1. Dual meets and tri-meets, as defined earlier in this section.
2. League tournaments, as defined earlier in this section.
3. Stroke Play:
   4 to 6 players form a team. The low 3 to 5 scores, each day (this allows every player to be in the event each day regardless what they score on any other day) over 18, 36, 54 or 72 holes to determine the tournament team winner.

   Ties would be decided by using the score of the last player or the combination of scores the last day.

   A 2-player team competition may be utilized in any format. Each school designates 2 players to compete as a team over the length of the tournament. This team competition is often run concurrently with the 4 to 6 player format.

   The economics of various school districts and communities dictate a limited budget, therefore more and more school league events will be run as stroke-play tournaments and only once a week. In this way, a league of 8 teams would have just as many tournaments, one a week, and save transportation money, student time and course time.

HANDICAPS

CHAPTER 3

HANDICAPS - EXPLANATION & APPLICATION

The purpose of handicaps is to allow players, who have varying degrees of playing skill, the opportunity to compete on an equitable basis. A handicapping system should denote the level of skill of each participant.

Recommended Handicap Allowances

Handicap allowances have no effect on the handicaps produced by the USGA Handicap System. Accordingly, use of the allowances prescribed in this section is recommended, not mandatory.

The allowances are designed to provide equity in all forms of play. In some forms of play, it is equitable for players to use their full handicaps. However, in some multi-ball competitions when full handicaps are used, higher-handicapped sides will generally have an advantage over lower-handicapped sides.

General

*When to Take Strokes

A player receiving handicap strokes shall take them in the order assigned on the scorecard, except as noted below.

*Plus Handicaps

When a side has a plus handicap, the percentage allowances below reduce it, not increase it. Example: 50% of a plus 2 handicap is plus 1.

*Fractions of One-Half or More

In all calculations, a fraction of one-half or more shall count as a full stroke. Any other fraction shall be disregarded.

*Handicaps Apply Per 18 Holes

USGA Handicaps are for 18 holes. Each allowance discussed below applies as a unit to each 18-hole round, even though the competition may consist of more than one round.

Match Play

*Singles Match Play

Allow the higher-handicapped player the full difference between the handicaps of the two players.

*Singles Match Play vs. Par or Bogey, Or In Stableford Competition, allow the full handicap.

*Four-Ball Match Play — Better Ball; Best Ball and Worst Ball; Best Ball and Aggregate.

Reduce the handicaps of all four players by the handicaps of the low handicapped player, who shall then play from scratch. Allow each of the three other players 100 percent of the resulting difference.

NOTE: Exception for mixed Four-Ball Match Play. When the allocation of handicap strokes for men is different than the allocation for women, allow men and women 100 percent of their handicaps, strokes to be taken in the order assigned on their respective scorecards. Men and women shall play from their respective teeing grounds.

*Four-Ball Match Play vs. Par or Bogey, Better-Ball Basis

Allow each player 90 percent of his handicap (95 percent for women).

*Best-Ball of Four Match Play vs. Par or Bogey

Allow each player 80 percent of his handicap (90 percent for women).

*Foursomes Match Play (**not** four-ball)

Allow the higher-handicapped side 50 percent of the difference between the combined handicaps of the members of each side. (When selected drives are permitted, allow 40 percent.)

*Foursomes Match Play vs. Par or Bogey (not four-ball)

Allow 50 percent of the partners' combined handicaps (when selected drives are permitted, allow 40 percent).

Stroke Play

*Individual Stroke Play

Allow the full handicap (a plus handicap shall be added to the gross score to determine the net score).

*Four-Ball Stroke Play, Better Ball Basis

Allow each competitor 90 percent of his handicap (95 percent for women).

NOTE: Suggest that Committees make it a condition of four-ball stroke-play competitions that the handicaps of the members of a side may not differ by more than eight strokes. A side with a wide handicap range has an advantage over a side with a narrow handicap range. Mixed Four-Ball Stroke Play: Allow men 90 percent and women 95 percent of their handicaps, strokes to be taken in the order assigned on their respective scorecards. They shall play from their respective teeing grounds.

*Best-Ball-Of-Four Stroke Play

Allow each competitor 80 percent of his handicap (90 percent for women).

*Two-Best-Balls-of-Four

Allow each competitor 90 percent of his handicap (95 percent for women).

*Foursomes Stroke Play (not four-ball)

Allow 50 percent of the partners' combined handicaps. (When selected drives are permitted, allow 40 percent.) (A plus handicap shall be added to the gross score to determine the net score.)

NOTE: A handicap Conversion Table follows, (page 3-5).

Total Score of Partners

A form of four-ball play is as follows: Two players form a side, each plays his own ball, and the combined total of their scores for each hole or round is the score for the side. Recommended allowances in this form of play are:

Match Play

Allow the higher-handicapped side the full difference between the combined handicaps of the members of each side.

Stroke Play

Allow the partners full combined handicaps.

The USGA recommends the maximum USGA Handicap for men is 36 strokes; the maximum USGA Handicap for women is 40 strokes. A handicap may be computed above these limits but it shall be used only for intra-club play. Whenever used such a handicap shall be identified as a local handicap by the letter "L" following the handicap on a handicap card.

HANDICAP CONVERSION TABLE

USGA® HANDICAP	80% ALLOWANCE	90% ALLOWANCE	95% ALLOWANCE
1	1	1	1
2	2	2	2
3	2	3	3
4	3	4	4
5	4	5	5
6	5	5	6
7	6	6	7
8	6	7	8
9	7	8	9
10	8	9	10
11	9	10	10
12	10	11	11
13	10	12	12
14	11	13	13
15	12	14	14
16	13	14	15
17	14	15	16
18	14	16	17
19	15	17	18
20	16	18	19
21	17	19	20
22	18	20	21
23	18	21	22
24	19	22	23
25	20	23	24
26	21	23	25
27	22	24	26
28	22	25	27
29	23	26	28
30	24	27	29
31	25	28	29
32	26	29	30
33	26	30	31
34	27	31	32
35	28	32	33
WOMEN 36	29	32	34
WOMEN 37	____	33	35
WOMEN 38	____	34	36
WOMEN 39	____	35	37
WOMEN 40	____	36	38
	MEN ONLY	MEN AND WOMEN	WOMEN ONLY

Men's Best-Ball-of-Four Stroke Play.

Men's Four-Ball Stroke Play. Better-Ball basis.

Women's Best-Ball-of-Four Stroke Play.

Women's Four-Ball Stroke Play. Better-Ball basis.

Example 59

How To Decide Ties In Handicap Events:

*Committee to determine

Rule 33-6 of the Rules of Golf empowers the Committee to determine how and when a halved match or a stroke-play tie shall be decided. How this will be decided should be published in advance.

*USGA Recommendations

a. Match Play

A handicap match which ends all square should be played off hole-by-hole until one side wins a hole. The playoff should start on the hole where the match began. Strokes should be allowed as in the prescribed round.

b. Stroke Play

A handicap stroke competition which ends in a tie should be played off at 18 holes, with handicaps. If a shorter playoff is necessary, the percentage of 18 holes to be played shall be applied to the players' handicaps to determine their playoff handicaps. It is advisable to arrange for a percentage of holes that will result in whole numbers in handicaps; if this is not feasible, handicap stroke fractions of one-half or more shall count as a full stroke, and any lesser fractions shall be disregarded. EXAMPLE: In an individual competition, A's handicap is 10 and B's is 8. It would be appropriate to conduct a nine-hole playoff (50 percent of 18 holes) with A receiving 5 strokes and B 4 strokes.

Applicable Decisions On The Rules Of Golf Re: Handicap Situations:

Dec. 10-1a/1

Determination of Honor in Handicap Match

Q. A and B are playing a match on a handicap basis. B has the honor at the first hole.
Both players score 5's at the 1st hole but A receives a handicap stroke and therefore has a net 4. Does A take the honor at the 2nd hole?

A. Yes. See Rules 2-1 and 10-1a.

Dec. 10-2a/1

Determination of Honor in Handicap Stroke Play

Q. In a stroke-play competition on a handicap basis, the handicap is deducted at the end of the round and not at individual holes. In such a competition how is the honor determined?

A. According to gross score.

Dec. 32-1/3

Determination of Honor in Handicap Stableford Competition

Q. In a Stableford competition the reckoning is made as in match play and strokes are taken according to the handicap stroke table. If B has the honor at a hole, and A and B have the same gross score at that hole but A receives a handicap stroke, who has the honor at the next hole?

A. A has the honor because of a better net score.

Dec. 2-1/7

Minus or Zero Net Score

Q. In a handicap match, a player entitled to two handicap strokes at a par-3 hole scores a 2 or a hole-in-one. What would be his net score in each case?

A. The player's net score would be zero (0) if he scored a 2, or minus 1 (– 1) if he had a hole-in-one.

Dec. 33-6/1

How to settle tie in Handicap Match

Q. How should a tie in a handicap match be settled?

A. The matter is up to the Committee, which should announce the procedure in advance—Rule 33-6.

It is recommended that a handicap match which ends "all square" should be played off hole-by-hole until one side wins a hole. The playoff should start at the hole where the match began. Handicap strokes should be allowed as in the prescribed round.

Handicapping The Unhandicapped:

For those tournament committees and organizations who are faced with one-round handicapping where participants have no established handicaps, listed here are systems for handicapping the unhandicapped. To assure equitable prize distribution, players having established USGA handicaps should compete in separate classes from those using these systems. Current USGA handicaps should be used where possible. The "instant" handicapping systems presented here are to be used only if no handicap of any kind has been established by the player.

Each of the following methods can be used to equalize non-handicapped players. Individual tournament committees should consider specific circumstances of the particular competition, and use the system which appears most suitable:

The Callaway System Of Handicapping: (for 18-hole regulation golf course)

This system, designed by Lionel Callaway, former golf professional, Pinehurst, North Carolina, offers an interesting solution to the problem of providing handicaps for novice or occasional players. Under this system, a player's handicap is determined after each complete round of deducting from his gross score the scores of the worst individual holes during the first 16 holes of his 18-hole round.

The table on page 3-10 shows the number of "worst-hole" scores the player may deduct and the adjustment to be made, based on his gross score. For instance, if his gross score for 18 holes is 96, he may deduct the total of his three worst-hole scores on holes one through sixteen, inclusive.

Thus, if he has one 9, one 8 and a 7, his handicap totals 24. From this total, a further plus or minus adjustment is then made according to the adjustments indicated at the bottom of each column. For a gross score of 96 the adjustment requires a deduction of 2 strokes, resulting in a final handicap of 22. Thus, 96 - 22 handicap, equals a net score of 74 for this player. This is the Callaway System of Handicapping. On page 3-11 are the Wilson and the Peoria systems for handicapping.

CALLAWAY SYSTEM OF HANDICAPPING

SCORE					DEDUCT
		70	71	72	Scratch - No Adjustment
73	74	75			½ Worst Hole and Adjustment
76	77	78	79	80	1 Worst Hole and Adjustment
81	82	83	84	85	1½ Worst Holes and Adjustment
86	87	88	89	90	2 Worst Holes and Adjustment
91	92	93	94	95	2½ Worst Holes and Adjustment
96	97	98	99	100	3 Worst Holes and Adjustment
101	102	103	104	105	3½ Worst Holes and Adjustment
106	107	108	109	110	4 Worst Holes and Adjustment
111	112	113	114	115	4½ Worst Holes and Adjustment
116	117	118	119	120	5 Worst Holes and Adjustment
121	122	123	124	125	5½ Worst Holes and Adjustment
126	127	128	129	130	6 Worst Holes and Adjustment
					Maximum Handicap = 50

ADJUSTMENT					
−2	−1	0	+1	+2	Add or Deduct to Handicap

NOTE:
1. No hole should be scored at more than twice its par.
2. Half strokes count as a whole.
3. The seventeenth and eighteenth holes are never deducted.
4. In case of ties lower handicap or adjustment should be given preference.

Example 60

WILSON HANDICAP SYSTEM

*Select a par 3, a par 4 and a par 5 on each nine. Total par for the 6 holes is 24. Players' handicaps are determined by their score for these 6 holes.

Player's Score For The 6 Holes:	Player's Handicap
24 Strokes	0
25 "	2
26 "	5
27 "	7
28 "	10
29 "	12
30 "	14
31 "	17
32 "	19
33 "	22
34 "	24
35 "	26
36 "	29
37 "	31
38 "	34
39 "	36
40 "	38
41 "	41
42 "	43
43 "	45
44 "	48
45 "	50
46 "	53
47 "	55
48 "	58
49 "	60
50 "	62
51 "	65
52 "	65
53 "	65
54 "	65

PEORIA HANDICAP SYSTEM

The golf staff selects a par 3, 4, and 5 on each nine. Multiply the amount over par on the selected holes, by 3 and this will equal the handicap to be deducted. Maximum score would be double par. Example:

Player A 6 over par in selected 6 holes X 3 = 18 Handicap.
Player B 7 over par in selected 6 holes X 3 = 21 Handicap.

Player A		Player B	
88		94	
– 18 Handicap		– 21 Handicap	
70 Net		73 Net	

(Major excerpts of this chapter are derived from the **USGA Handbook, USGA Decisions on the Rules of Golf** and the **National Golf Foundation Planning and Conducting Competitive Golf Events).**

Example 61

RULES

CHAPTER 4

INTRODUCTION TO RULES

Why Rules:

Rules, Rules—most aspects of one's life are controlled or guided by some form of rules. Most people want to teach golf or to play it, but use the rules book . . . well, that's a horse of a different color! Why rules?

Why not rules? Contrary to popular belief, the Rules of Golf are not "the thorns on the roses" or the "calories in the cheesecake", i.e., what some consider the drawback to an otherwise wonderful sport. Rather, think of rules as the icing on the cake or the silver lining behind what appears to be an ominous cloud. Some folks think that rules are nice when they keep the guy down the road from stealing your TV, they are okay when it comes to other sports, and most golfers don't have a problem with the rules of football or baseball. But when it comes to golf, well, who needs them? The fact is rules are necessary in life, they are necessary in sports, and they keep golf a gentleman's game. Hopefully, we have put aside any negative feeling about rules, so let's get on with the discussion.

The basic rule for all golfers should be: "Play the ball as it lies and the course as you find it." Local Rules should be written for each golf facility or event to cover abnormal conditions applicable to that particular course. A subsequent section of this manual covers details on Local Rules.

History:

The Rules of Golf have an interesting, colorful history. They evolved through hundreds of years on both sides of the ocean. The first "official" set of rules (13 in number) dates back to 1744 in Edinburg, Scotland, with the first "rules official" being Dr. John Rattray. This was the beginning of what was to become the Royal & Ancient (R & A) Golf Club of St. Andrews. But, Europe was not the only part of the world in which golf was taking hold. In 1894 the Amateur Golf Association of the United States was formed. This organization

was later to become the United States Golf Association (USGA). Finally, as golf continued to grow worldwide, a joint effort was made in 1951 by the R & A and the USGA, along with the Australian and Canadian associations, to form a universal code of rules. There have been more than two centuries of work put into the Rules of Golf Rule Book that governs the game today.

The Rules Book:

The USGA is the governing rules body in this country. Their Rules of Golf booklet, if not carried by each competitor, should be carried by everyone on a Rules Committee. The committee should also have at least one Decisions Book. The rules of golf were totally reorganized in 1984 to make the Rules more accessible and easy to reference. Study the table of contents to see how the book is organized. A section entitled "Index to the Rules of Golf" in that book, should be of great value to any student of the rules. This alphabetical, topical index guides you directly and quickly to the rules you need. Anyone unfamiliar with the rules should not try to master the book as a whole. This would be overwhelming. Rather, study one rule at a time until you are comfortable with it, then move on to the next. Use the book as a ready reference authority supporting your rules desisions.

Rules As They Relate To Tournament Operations:

To run a successful golf event, having a Rules Committee is paramount. Appointment to this committee should be based on Rules knowledge and interest, not politics. Even though Rules expertise will vary on such a committee, decisions on Rules matters should come from a peer group, particularly when penalties to a competitor might be involved. Ensure that the Rules Committee has necessary transportation and the communication devices needed to be summoned promptly to the site of a rules situation. All committee members should know their responsibilities and level of authority. These will vary depending on the type of event (later discussed in Duties of Officials). When decisions must be made or situations ruled on, a higher level of expertise may need to be consulted. If you have problems Rules-wise, whom would you call? On a week-day, between 9 A.M. and 5 P.M., call the USGA in Far Hills, N.J., at (201) 234-2300 and ask for Rules-decision assistance. Should your problem

arise during other hours, contact the Rules Chairman of your PGA Section, or a member of the PGA of America National Rules Committee. It is a good idea to have these telephone numbers readily available when running an event. To avoid a critical situation we suggest you contact these persons in advance to ensure their availability.

Participants in an event have a right to certain information. These items should be available to them:

1. A list of the Rules Committee, so they know who is in authority with respect to rulings. (This can be part of the Local Rules Sheet). They also have the right of quick access to members of the committee when needed.

2. A minimum number of **current** USGA Rules of Golf Booklets on hand.

3. A current USGA book of Rules Decisions.

4. Local Rules sheets. Remember, a Local Rules Sheet is of no benefit if it is in the golf shop instead of in the hands of the player. Make certain it is distributed to the players by putting it on the golf cars, handing it out at registration, or at the starting tee.

5. A properly-marked course.

One final word. Make sure that everything relating to rules is spelled out in detail. Never, never assume a player automatically knows what you think or intend! A large percentage of sticky or uncomfortable rules situations could be avoided by having your bases covered.

PGA Golf Professionals are perceived as the Rules authorities at their facilities. They should strive to fulfill that role. Achieving a level of expertise on the rules enhances one's reputation as a professional. Attending a national PGA-USGA Rules Workshop is the best way to become Rules knowledgeable, and is critically important if you host an active tournament schedule.

APPLICATION

It is possible to study the rules for years, to know them inside and out, to understand what to do in each and every situation—and still not be a good "rules man". As much as we stress rules knowledge, it is important to realize that this is only the first step. Study for years, but you are not a pilot until you've flown an airplane, you're not a surgeon until you've performed surgery, and you're not a rules man until you've applied the rules. What are the ABC's of rules application? The following are guidelines:

A. **Enforcement is Mandatory.**
Enforcement of the rules is not optional. If you ignore them they will not go away.

B. **Make no Exceptions.** (There are two common mistakes made here.)
1. First, there is a tendency to not want to enforce rules against certain people. Examples: The president of the facility because of who he is; a troublemaker because of what he might stir up; a player when he is playing in front of a gallery.

2. Second, there is a tendency to not want to enforce certain rules because of the misconception that some rules are just not as important as others. Examples: A ball striking the flagstick vs. allowing a player to use 15 clubs; a ball out of bounds vs. a player who gives advice; a club touching the sand in bunker during the backswing vs. undue delay or slow play.

All rules are created equal. You must enforce them all with the same diligence.

C. **Never administer a rule personally—let the USGA do it.** Remember, the heat is not on you, the rules official. You did not invent the rule. Your responsibility is applying the rule. Most problems come into play around this point. It is your duty to the entire field of players to adhere to the USGA Rules of Golf. You are doing an injustice to the rest of the

players if you do not enforce the rules, **not** an injustice to the one player to which you are applying the rule. Your responsibility is to protect the rights of all players. Never use the word "I" when making a ruling. Always say "the book says" or the "USGA says". Never allow yourself to be put on the defensive by implying that it is **your** decision. I cannot put enough emphasis on this point! Choosing your words carefully will keep you, the rules official, out of the "hot seat" in most instances.

Equity and fairness to all must be your primary priority. When you operate with this thought of mind, players will respect you as rules official and will usually support your actions. Adhere at all times to these three most important guidelines in applying the rules, and you will find that application is made easier.

What happens when you get that much-dreaded call for a ruling? First, remember that it is not always bad news. A fair percentage of the rulings you make will assist the player. Use the following prodedure for making a ruling:

1. Get all the facts. Use all sources available — caddies, spectators, other players, TV equipment when used—to collect as much information as you need. Feel confident that you have all the facts before you move on to step 2.

2. Be sure of your position. Use all reference material—USGA Rules of Golf, decision book, past experience—to reach your decision. Carefully and thoughtfully draw your conclusion. Don't allow anyone to rush you or pressure you. You want to feel confident in your interpretation.

3. Make the ruling, using the written material, in a **positive** manner, so the player will respect your decision.

4. Leave the player alone to take his action, but monitor this action to ensure the rule is properly followed.

Second Opinions:

As the rules official, do not hesitate to ask for backup or support, if needed. If the player asks for a second opinion, do not be embarrassed or upset. This is the player's right. Assist him in every way to acquire an opinion from a second rules official.

Take it slow, be calm, and don't get frustrated. Nothing replaces experience. Get out there and do it. Learn from your mistakes. The more you practice, the easier it becomes. As a PGA Golf Professional, or Apprentice, you can and should be a competent, confident rules official!

DUTIES OF OFFICIALS

To perform as an official, one must recognize the level of authority and responsibility which accompanies his assignment. An official may function as a Committeeman, Observer, Referee, Rules Chairman or Rover. Each of these positions entails a different degree of responsibility and expertise.

There should be a Committee for every Golf Event. Obviously, the magnitude and scope of a club-level Committee differs greatly from a major Championship Committee. Rule 33 of the Rules of Golf covers the duties of the Committee. They include: Conditions of play, Defining and Marking The Course, Times of Starting and Groupings, Handicaps, Scorecards, How to Decide Ties, Modifications of Penalties, and Local Rules. The responsibilities are extensive. These also apply to committees for events. The USGA's pamphlet "Duties of Officials Under the Rules of Golf" covers the A to Z of officiating. Some definitions:

An Observer—by definition is "one who is appointed by the committee to assist a referee to decide questions of fact and to report to him a breach of a Rule . . ." In Match Play, an observer works with the match, but ahead of the players—usually in the area where the ball is expected to come to rest. The Referee, conversely, should stay close to the players. In Stroke Play, observers work at specific location assignments on the course, again to help assist in deciding questions of fact. They fall under the responsibility of the Rules Official assigned to that hole where they are positioned.

A Referee—by definition is "one who is appointed by the Committee to accompany players to decide questions of fact and apply the Rules of Golf". Referees are generally assigned to matches. They are assigned not just to impose penalties, but rather to be of assistance to the players.

They are assigned to a match for the purpose of ensuring that it will be fairly played under sporting conditions. "Preventive officiating" is the best attitude toward this responsibility.

This raises the question of the Referee's ethics when he sees a player about to commit an infraction of the Rules. The Referee does not have the authority to prevent a willful breach of the Rules, but he certainly does have both the right and the obligation to advise the players with respect to the Rules. To be sure, ignorance of the Rules is no excuse, and it may be argued that the player who does not know the Rules should be penalized, but it would be contrary to the spirit of fair play that pervades golf should a Referee fail to inform a player of his rights and obligations under the Rules and then call a penalty for a breach that could have been prevented. The Referee who helps players avoid infractions cannot be accused of favoring one player over another, since he is impartially performing his duties.

Refereeing in Stroke Play varies little from Match Play. The Referee should work with his observer, follow play and call penalties with the same alertness. He is to ensure that the part of the competition for which he is responsible is fairly played under sporting conditions. He should feel no reluctance to call penalties even though other competitors without Referees may not be subjected to the same critical examination as those in the group for whom a Referee is responsible. All those in contention for a major championship probably will play with Referees assigned to their groups. If not well-versed in the Rules of Golf, a person should not be assigned to officiate.

Tact and good judgment are basic to officiating. Be firm and positive, but take your time (See Photo Examples Section). Use your Rules book, no matter how sure you may be. Ask the intention of the player. That can be the single most helpful statement for an official. The Referee is present to ensure the rights of the players, but he may never "coach" or "direct" a player in his decision making. Equipment for a Referee: Rules book, Scorecard, Local Rules, String and Watch.

The duties of the Committee, as a group, were mentioned earlier. When not functioning as a Referee or an observer, the duties and obligations of the Committee members vary when observing play. A Committee Member is in no sense a Referee, unless so assigned. When he is present on the course his obligations vary from Match Play to Stroke Play.

If a committeeman observes an infraction in match play (except an infraction of Rule 1-3, Agreement to Waive Rules or Rule 6-7 Undue Delay), he may not intervene. In stroke play, however, he must act on any probable breach of the Rules he may observe. The Committee should decide well in advance of the start of the competition who has the final say on Rules decisions and who the Appeals Committee will consist of to handle further recourse for players.

When you have your Rules Committee assembled, identify them. A uniform look works well. Armbands help differentiate "Officials" from "Referees", and "Observers". On pages 1-180 and 1-181 see the uniform list from past PGA Championship events. "Rules" signs on golf cars also help to identify the officials. Assign segments of the course or individual holes to be covered by the Committeemen (see Example, page 4-16). For large Committees, assign not just Rules officials to cover specific holes, but also Rovers to handle Rules decision assistance when competitors request a second opinion for a ruling.

Communication is important both in typewritten assignments and during the play of the event. Two-way radios are essential to run an event of any size. Good radio procedures should be established and followed for efficient communication. Extraneous transmissions should be prohibited.

A word of advice . . . Officials using golf cars to rove the course should, when leaving the golf car to make a ruling, take the key with you. Also, do not leave anything of value (radios, umbrellas, etc.) unattended in the car. Golf-car use should be limited to Officials. All other riders should be prohibited. Other riders only help to detract the Officials' attention.

When using a large Rules force, be sure to arrange that everyone gets fed. The days can be long and tedious. Generally, these people are volunteers, so consideration goes a long way. If a "favor" is given to contestants, ensure the rules people also receive one.

The Spirit of Officiating

Participants in an event are keenly conscious of the spirit in which it is conducted. There is no more certain way to injure the reputation of a tournament than by lax management. It may be difficult and unpleasant to be punctilious of enforcement of Rules, but it is a rare golfer who does not prefer to compete in a well-run event. Players are quick to recognize the official who makes use of his position to watch the play better, or to inflate his own sense of importance. Authority should be exercised for the sole purpose of helping to ensure that an event will be fairly played under sporting conditions.

Pages 4-11 through 4-16 are sample assignments and instruction sheets or forms for committee members.

**NOTE: Major portions of this Introduction are taken from "Duties of Officials" under the Rules of Golf by the USGA.

"FUNCTIONS OF OFFICIALS"

PGA CHAMPIONSHIP

ASSIGNMENT	DETAILS	TO BE PERFORMED BY	NOTES
Rules	Draw up local rules and have them duplicated and distributed to the contestants. Make whatever changes may be required in local rules from day to day or from round to round. Tour the course to inspect hazards, obstacles, markings, stakings, etc., and define hazards, out-of-bound areas, etc. Arrange to have a siren available to signal cessation of play in the event of lightning or when weather conditions make the course unplayable and to signal when play may begin again. (Check with PGA Tournament Department.) Arrange for transportation to carry out all of the above duties. Other detailed instructions: 1. Any Rules Committee member may make a decision on which he is certain, provided he first consults the Rule Book. 2. If necessary to have help in making a decision, call the Rules Rover in your zone via radio. So as not to create confusion or doubt, give your name, hole and location, ask for "Rules Assistance". 3. Please give to PGA Rules Chairman a written account of any significant rulings, with names, times and places. Please be alert to occurrences on your station, but stay in the background, preferably against gallery ropes, until necessary to do otherwise. 4. Walk your station(s) in advance to acquaint yourself with areas, such as OB, WH, LWH, GUR, IM0B, TEMP IM0B. Keep Rules Rover informed on any new developments, such as possible change in playing conditions. We suggest you keep a time on groups passing through your station. Acquaint yourself with Marshal Captains in your area. 5. If you are relieving another official, contact him in advance of takeover time. If you are being relieved by another official, do not leave your station until he contacts you. Relievers should be briefed on what took place, so there is consistency in giving decisions from one shift to another.		

"FUNCTIONS OF OFFICIALS"

PGA CHAMPIONSHIP

ASSIGNMENT	DETAILS	TO BE PERFORMED BY	NOTES
Rules (Continued)			
	6. **Use radio with discretion.**		
	7. Check in at PGA Headquarters office before leaving your station. Take the following items with you: a. Rules of Golf booklet. b. Championship scorecard and pencil. c. Local Rules Sheet. d. Watch (Use your own). e. Armband and badge. f. Starting sheet. g. Umbrella and any other rain gear (only if necessary). h. Radio.		
	8. Pace of play—Every Rules man should be alert to gaps in play. He should report any matter regarding this subject to the Roving Rules men. Keep them informed, such as group #2 had lost ball or player "A" had difficulty with hole #3. Roving Rules men should speak to players about delays in play.		
	9. Acquaint yourself with security stations, first-aid locations, phone locations. Know your observers and Green Superintendent's crew who will be roving around checking bunkers and repairing ball marks on par-three holes.		
	10. You may be needed to assist delaying play should syringing of greens during play become necessary. Keep flagstick out of the hole until crew has completed syringe. Alert marshals to assist the crew and hoses through ropes and gallery.		

"FUNCTIONS OF OFFICIALS"

PGA CHAMPIONSHIP

ASSIGNMENT	DETAILS	TO BE PERFORMED BY	NOTES
Playoff	In advance of tournament, prepare detailed assignments to cover every facet of a sudden-death playoff, such as: 1. Transportation of players to #1 tee. 2. Toss of coin. 3. Raking of fairway and green bunkers (keeping at least one hole ahead at all times). 4. Replacement of tee markers, pins, etc. 5. Return transportation of players and PGA Officials to Presentation Ceremonies site after winner is determined. 6. Etc.	**Assignments:**	

PGA CHAMPIONSHIP

ASSIGNMENTS

Duties	Names
ABC Relations and Hospitality	
Admissions and Registration	
Announcing - 9th Green 18th Green	
Camera Moves	
Finance	
Gallery Control	
Golf Course Setup	
Host PGA Section	
Hotel Reservations	
Insurance	
Ladies' Dinner	
Liaison with PGA National Advisory Committee	
Liaison Section	
Observers	
PGA Hospitality Room	
Pairings and Starting Times	
Past Champions' Clinic	
Past Champions' Dinner	
Player Relations	
Playoff Assignments	
Presentation Ceremony	

Example 63

PGA CHAMPIONSHIP

ASSIGNMENTS

Duties	Names
Press Escort	
Prize Distribution	
Public Relations and Press	
Reception	
Rules	
Rules Appeals	
Scoring	
Starting	
Transportation - Cars and Carts	
Playoff - Rules	
Playoff - Course Setup	
Playoff Transportation	

Example 63

PGA CHAMPIONSHIP
ASSIGNMENTS

HOLE	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1&4	C. Lanzetta	E. Hoard	J. Spiroplaus	H. Rose
5	H. Rose	D. Smith	D. Walters	J. Spiroplaus
6	D. Walters	J. Spiroplaus	E. Hoard	D. Smith
7&8	E. Hoard	H. Rose	D. Smith	C. Lanzetta
9	R. McDonald	C. Lanzetta	H. Rose	D. Walters
10	J. Spiroplaus	D. Wegrzyn	C. Lanzetta	E. Hoard
11&12	L. Startzel	D. Hamblin	R. McDonald	R.O. Smith
14	R.O. Smith	D. Essig	D. Wegrzyn	D. Hamblin
15	D. Essig	D. Walters	L. Startzel	R. McDonald
16	D. Smith	R. McDonald	D. Hamblin	D. Wegrzyn
17	D. Wegrzyn	L. Startzel	R.O. Smith	D. Essig
18	D. Hamblin	R.O. Smith	D. Essig	L. Startzel

ROVERS

Zone 1	Clarke	Black/Tuthill	Eger	Awtrey
2	Awtrey/Black	Awtrey	Clarke	Eger
3	Kizziar/Tuthill	Clarke/Eger	Awtrey	Black
4	Eger	Kizziar	Black	Clarke

Zone 1 - 1,2,3,4,8,9,10

Zone 2 - 5,6,11,12

Zone 3 - 7,13,14,15

Zone 4 - 16,17,18

SPECIAL RULES ASSIGNMENTS
Carpenter, Rielly

Press:	Poe, Sargent, Goodman, Collins
Starting:	Walser, Berrier, Sluciak
Scoring:	Gorman, Moffitt, Kline
Announcing:	Wimberly, Aycock, Adams
Golf Course Setup:	Don Smith, Ken Lindsay, Jim Awtrey

Playoff Transportation
Dick Smith
Don Hamblin
John Spiroplaus
Ray McDonald

Playoff Setup
Jim Awtrey
R.O. Smith
Larry Startzel
Don Smith

Playoff
Mickey Powell
J.R. Carpenter
Pat Rielly
Ken Lindsay
Available Rovers

Jim Awtrey, Vice Chairman
Ken Lindsay, Chairman

Example 64

LOCAL RULES

As earlier discussed, the Rules of Golf require a player to "play the ball as it lies". Nevertheless, special conditions on the golf course may interfere with play. All golf courses are different and golfers use a playing field that is not altogether consistent or level.

Therefore, we may need to apply certain procedures for play on a course having conditions that are not covered in the 34 USGA Rules of Golf. These procedures are in the rear portion of the Rules of Golf booklet, in the Appendix, and are known as "Recommendations for Local Rules".

A competition committee, a golf committee, a golf professional or a rules committee may use these guidelines to establish special procedures to handle these special conditions. The wording, or recommendations, in the Local Rules appendices could be changed, modified or amended to fit the specific needs of a course or a tournament.

However, a Local Rule does not take precedence over a penalty imposed by a rule of golf and must be consistent and not at variance with the rules. Also, a player is subject to the general penalty (2 strokes in stroke play or loss of hole in match play) for a violation of a Local Rule.

Every course should have a statement of CONDITIONS OF PLAY, LOCAL RULES or SUPPLEMENTAL RULES OF PLAY posted on:

1) Signs
2) Scorecards
3) Special sheets

These conditions are the responsibility of the golf professional, golf staff, rules committee (of which the golf professional should be a member), the tournament or golf committee.

Also, Local Rules are different from Course Rules. Dress codes, for example, are included in course rules, or as a condition of entry into an event. Other conditions of a competition, or play, are not included as Local Rules but in a Conditions of Play sheet. For example:

—Entry deadlines
—Handicap verification and limitations
—Signals for suspending and resuming play
—Playoff procedures

A Local Rules sheet is outlined in the following manner:

A) Heading - name of tournament
B) Rules of Golf
C) Local Rules

Use plain paper for most events. A professional's stationery might be used for a club event. If the tournament is an organization's event, the organization logo may be used.

There are many variations in Local Rules. Some are:

—Limitations on golf balls you may play (see example on page 4-22 for correct language)
—Starting on time, assigned starting times (note, Rule 6-3)
—Pace of Play (see exhibit, page 4-21 [paragraph 3] and discussion on page 4-35).
—Course limitations and ground on which play is permitted (or prohibited) or an area from which you must play (drop areas)
—Protection
—Damage to course
—Statement of situations where relief is not permitted
—Construction integral to the golf course
—Temporary immovable obstructions
—Automotive transportation
—Out-of-Bounds: how defined and special areas
—Flower beds: margins, mandatory relief
—Staked trees or shrubs: relief from entire tree or shrub; limit stake as the obstruction
—Utility lines and poles: ball striking - in bounds or out-of-bounds
—Golf car paths, trails, roads and their margins

—Ground under repair (abnormal conditions): special construction, wear, etc; how the area is defined; list areas that will not be marked.
—Tree basins: for irrigation purposes
—Water Hazards and Lateral Water Hazards: define margins
—Ball drops
—Practice
—Interior boundaries (if necessary); crossing boundaries (Decision 27/17); roads as boundaries
—Marking position of a lifted ball
—Preferred lies
—Touching the line of putt

Each course has its own personality, therefore one must be specific about rules application. You must state what Local Rules are in effect. If you require lifting from flower beds or abnormal ground conditions, spell it out! Example:

> "If your ball lies in, or is at rest in, a flower bed, you **MUST** remove the ball and drop according to procedure . . ."

Local Rules can, and should, be customized for each event. A course must have ONE SET of Local Rules. All signs that are at variance with applicable rules, or USGA rules, must be removed. At times one may find it necessary, even between rounds, to supplement posted rules of play because of abnormal weather or course conditions. Any supplement should be noted as such and distributed or posted with your regular Local Rules and should be titled:

SUPPLEMENTAL LOCAL RULES

Any supplement should be published as close as possible to the day(s) of an event so as to include any late condition for play. Remember, you must remove signs that are at variance with your supplement. If your supplement is in conflict with another Local Rule you should use the following statement:

> "This (or these) SUPPLEMENTAL RULE(S) supersedes any and all other posted Local Rules."

Supplemental rules may be needed to cover conditions created by vehicle damage or weather damage. Don't forget the specifics in "what" and "how" of the rules. Explain fully and clearly the conditions and the relief available as well as the procedure for relief. This is especially important when restricting play from an area.

The USGA continues to simplify and update the Rules of Golf booklet. Your own course rules deserve the same examination each year. Check the course each month to determine changes in play and condition, then update your Local Rules. Use the Appendix "Recommendations for Local Rules" in the Rules of Golf book. Use this PGA Tournament Manual and your knowledge and experience to write Local Rules for your course and events.

One final, but important, reminder, your local rules sheet must reach the players. Prepare it well in advance, have plenty of copies, and ensure that every player has access to a copy prior to play.

PGA OF AMERICA

Rules of Play

Play is governed by the 1987 Rules of Golf of the United States Golf Association and, where applicable, by the following Local Rules and definitions. Appendix I refers to Appendix of Local Rules in the 1987 USGA Rules of Golf booklet.

Unless otherwise provided, penalty for breach of local Rule is: Stroke Play — Two Strokes.

1. **GOLF BALLS:** The ball the player uses shall be named on the **current** "List of Conforming Golf Balls" of the USGA which is posted at all tournaments.
2. **LIMITATION ON BALLS USED DURING ROUND:**
   (a) Balls with identical Markings to be Used. Throughout a stipulated round, the player is limited to golf balls with identical markings, except the player-identification numbers may differ by number only, not by color. Penalty: Two strokes for each hole at which any violation occurred; maximum penalty per round: Four strokes.
   (b) Procedure When Breach Discovered. When a player discovers that he has used a ball in breach of this condition, he shall abandon that ball before playing from the next teeing ground and complete the round using a proper ball; otherwise, the player shall be disqualified. If discovery is made during play of a hole and the player elects to substitute a proper ball before completing that hole, the player shall place a proper ball on the spot where the ball used in breach of this condition lay.
3. **PACE OF PLAY:** (Rule 6-7 Undue Delay) A player shall be subject to penalty if he unduly delays play. The Local Rule for Pace of Play is in effect and posted.
4. **LATE TO TEE:** Rule 6-3—In the absence of circumstances which warrant waiving the Penalty of Disqualification as provided in Rule 33-7, if the Player arrives at his starting point, ready to play, within five minutes of his starting time, the Penalty for failure to start on time is Two Strokes in Stroke Play.
5. **LIFTING AN EMBEDDED BALL:** Appendix I
6. **PRACTICE AT PUTTING GREEN OF HOLE PLAYED (PROHIBITED):** Appendix I
7. **MARKING POSITION OF LIFTED BALL:** Appendix I
8. **PROHIBITION AGAINST TOUCHING LINE OF PUTT WITH CLUB:** Appendix I
9. **OUT-OF-BOUNDS:** Defined by inside edge of white stakes and/or property fence posts at ground level.
10. **GROUND UNDER REPAIR:**
    (1) Areas defined by white lines, including those marked for gallery crosswalks.
    (2) French drains which are exposed trenches filled with rocks or stones.
    (3) Fire ant mounds.
    (4) Newly trenched areas: for lie of ball only.
11. **ROADS, PATHS — white lines:** Asphalt and artificially surfaced roads and paths are obstructions. White lined areas tying into roads and paths have the same status as the roads or paths, and thus they are obstructions and not Ground Under Repair.
12. **STAKED TREES:** If lie of ball, stance, and/or area of intended swing is interfered with by the stake attached to a tree, the stake and/or rope is treated as an immovable obstruction.
13. **WATER HAZARDS:** Defined by yellow lines and designated by yellow stakes. The stakes and lines are in the hazards.
14. **LATERAL WATER HAZARDS:** Defined by red lines and designated by red stakes. The stakes and lines are in the hazards.
15. **PERMANENT ELEVATED POWER LINES AND CABLES:** If a ball strikes such a line or cable, the stroke shall be canceled and the ball MUST be replayed, without penalty in accordance with Rule 20-5.
16. **TREE WRAPPINGS, ELECTRICAL WIRES AND CABLES:** Closely attached to Trees: No relief. Tree Wrappings, Electrical Wires, Cables and Lightning Rods closely attached to trees are not obstructions.
17. **TEMPORARY IMMOVABLE OBSTRUCTIONS:** Appendix I. Also includes any temporary obstruction installed for the competition.
18. **AUTOMOTIVE TRANSPORTATION:** An automotive cart is part of the players' equipment.
    a. Contestants' clubs must be on a cart; two carts per pairing.
    b. When one cart is employed by two players, the cart and any person or thing in it is always deemed to be the equipment of the player whose ball is involved except when the cart is being driven by one of the players employing it, the cart and its contents are considered the equipment of that player.
    c. Each player using a cart may designate a driver, in which case the driver is considered the caddy of the player or players. A caddy may or may not ride in the cart. This may be the player's wife.
    d. Use of a cart by other than a player or players employing it and any driver is prohibited. Any player allowing unauthorized use of his cart on a hole is subject to penalty as follows: Stroke Play — two (2) strokes.
    e. To "prevent scouting", a player or players using a cart, or their caddies, may not drive the cart past the ball until all shots have been played to the green. Penalty for violation—two (2) strokes. Past the ball is deemed to be past the nearest ball to the green. If the players or caddy drive slightly past the ball in search of a lost ball, this is not considered past the ball.
    f. There will be no spectator carts allowed. Only official carts authorized by the Committee Chairman will be allowed on the course. Players in violation subject to penalty.
19. **SIGNALS FOR SUSPENDING AND RESUMING PLAY:**
    Suspended Play: Three consecutive notes of siren, repeated.
    Resume Play: One prolonged note of siren, repeated.

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PGA RULES COMMITTEE
87/CPC/WTP/CPTS

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Example 65

USGA

USGA CHAMPIONSHIPS

Limitation on Golf Balls Used During Round

(Condition: Rules 33-1 and 5-1)

One Ball Rule (Example)

1. **Balls with Identical Markings To Be Used**

   Throughout a stipulated round, the player is limited to golf balls with identical markings, except the player-identification numbers may differ by number only, not by color.

Penalty for Breach of Condition

Match Play — Loss of one hole for each hole at which any violation occurs; maximum penalty per round: loss of two holes. The penalty shall be applied to the state of the match at the conclusion of the hole at which the violation is discovered, provided all players in the match have not left the putting green of the last hole of the match.

Stroke Play — Two strokes for each hole at which any violation occurs; maximum penalty per round: four strokes.

2. **Procedure When Violation Discovered**

   Any ball used in violation of this Condition shall be taken out of play by the player immediately upon discovery and the player shall complete the round using a proper ball; if he does not do so, he shall be disqualified. If discovery is made during play of a hole, the player shall place a proper ball at the spot where the ball used in violation of this Condition lay.

Example 66

PGA TOUR

RULES OF PLAY

Deane R. Beman
Commissioner

Play is governed by the 1984 Rules of Golf of the United States Golf Association and, where applicable, by the following Local Rules and definitions, subject to changes for particular tournaments by the PGA TOUR Rules Committee. Appendix I refers to Appendix of Local Rules in the 1984 USGA Rules of Golf.

Unless otherwise provided, penalty for breach of a Local Rule is: Stroke play — Two Strokes; Match play — Loss of hole.

1. **GOLF BALLS:** Only golf balls which have been tested by the USGA and found to conform with the 1984 Rules of Golf may be used. Penalty: Disqualification.
2. **LIMITATION ON BALLS USED DURING ROUND:**
   (a) Balls With Identical Markings To Be Used. Throughout a stipulated round, the player is limited to golf balls with identical markings, except the player-identification numbers may differ by number only, not color. Penalty: Two strokes for each hole at which any violation occurred; maximum penalty per round: Four strokes.
   (b) Procedure When Violation Discovered. Any ball used in violation of this Rule shall be taken out of play by the player immediately upon discovery and the player shall complete the round using a proper ball; if he does not do so, he shall be disqualified. If discovery is made during play of a hole, the player shall place a proper ball at the spot where the ball used in violation of this Rule lay.
   (c) Exception. This Rule does not apply to an amateur player in any Pro-Am competition.
3. **PACE OF PLAY:** A player shall be subject to penalty if he unduly delays play. The Local Rule for Pace of Play is in effect and posted at all tournaments.
4. **LIFTING AN EMBEDDED BALL:** Appendix I.
5. **PRACTICE AT PUTTING GREEN OF HOLE PLAYED PROHIBITED:** Appendix I. Exception permitted when the round is restricted to a Pro-Am event only and does not count in a separate competition.
6. **MARKING POSITION OF LIFTED BALL:** Appendix I.
7. **PROHIBITION AGAINST TOUCHING LINE OF PUTT WITH CLUB:** Appendix I.
8. **OUT-OF-BOUNDS:** Defined by the nearest inside points of white stakes or fence posts at ground level. When out-of-bounds is fixed by a white line on the ground, the line itself is out-of-bounds.
9. **GROUND UNDER REPAIR:**
   (a) Areas defined by white lines, including those marked for gallery cross-walks.
   (b) French drains which are exposed trenches filled with rocks or stones.
10. **ROADS AND PATHS — WHITE LINES:** White-lined areas tying into roads or paths have the same status as the roads or paths, and thus they are obstructions and not ground under repair.
11. **WATER HAZARDS:** Defined by yellow lines and/or yellow stakes. The stakes and lines are in the hazards.
12. **LATERAL WATER HAZARDS:** Defined by red lines and/or red stakes. The stakes and lines are in the hazards.
13. **TREE WRAPPINGS, ELECTRICAL WIRES AND CABLES—** Closely attached to Trees; *No Relief*
    Tree Wrappings, Electrical Wires and Cables *closely* attached to trees *are* not obstructions.
14. **PERMANENT ELEVATED POWER LINES AND CABLES:** If a ball strikes such a line or cable, the stroke shall be canceled and the ball must be replaced and replayed, without penalty. (For temporary power lines and cables for television, radio and scoring services, see Local Rule Appendix I.)
15. **TEMPORARY IMMOVABLE OBSTRUCTIONS:** Appendix I.
16. **GRANDSTAND AREAS:** White-lined areas tying into grandstands, or other temporary immovable obstructions, have the same status as such obstructions and thus are not ground under repair. The line itself is a part of the obstruction. Refer to Appendix I (Temporary Obstructions) for relief procedures. Such white-lined areas are considered to be interference, but do not constitute intervention in applying relief procedures.
17. **AUTOMOTIVE TRANSPORTATION:** Players are prohibited from riding, except for amateurs in Pro-Am events.
18. **SIGNALS FOR SUSPENDING AND RESUMING PLAY:**
    Suspend Play: Three consecutive notes of siren, repeated.
    Resume Play: One prolonged note of siren, repeated.
19. **AMATEURS — PRO-AM EVENT ONLY:** Amateurs must pick up their ball when unable to assist the team score on a hole. Failure to comply may result in a two-stroke penalty against the team.
20. **SCORECARD — PRO-AM EVENT ONLY:** The Professional contestant is responsible for maintaining the scorecard of the team. He shall enter the gross score of the amateur when that score is used as the best ball. He shall enter the best ball score for each hole. The scorecard shall be signed by the Professional and attested by one of the team members. Penalties for violations shall be consistent with other scoring violations.

RULES COMMITTEE
Deputy Commissioner, Tournament Operations:
Clyde Mangum
Tournament Director: Jack Tuthill
Director of Tournament Administration: David Eger
Tournament Supervisors: Wade Cagle, Mike Shea
Tournament Officials:

Martin Brown	Frank Kavanaugh	Jack Stirling
Bob Dickson	Mark Russell	Glenn Tait

Printed Back & Front

Example 67

85TH UNITED STATES OPEN CHAMPIONSHIP

Notice to Competitors

Temporary Obstructions—A competitor entitled to relief from the following temporary immovable obstructions may drop the ball without penalty as prescribed:

2nd Hole—The grandstand behind the putting green—on the "Ball Drop" to the left of the grandstand.

9th Hole—The grandstand behind the putting green—on the "Ball Drop" to the left of the grandstand.

10th Hole—The grandstand behind the putting green—on the "Ball Drop" to the right of the grandstand.

12th Hole—The grandstand behind the putting green—on the "Ball Drop" to the left of the grandstand.

15th Hole—The grandstand and scoreboards behind the putting green—on the "Ball Drop" to the right of the grandstand.

16th Hole—Ball in water hazard: The competitor may drop a ball under penalty of one stroke on the area marked "Ball Drop".

Embedded Ball—Local Rule on Page 83 of Rules Book is in effect.

Metal Telephone Junction Boxes (about four feet in height)—Line-of-sight relief from such junction boxes is not available. Some junction boxes can be pulled from the ground and laid down, but cannot be removed because they are attached to underground wires. Such junction boxes are movable obstructions to the extent that they are movable.

Cables, Wires and Lightning Rods: Closely attached to trees are deemed to be integral parts of the course; thus they are not obstructions.

Suspension of play will be signaled by three short notes of a siren, repeated. Resumption of play will be signaled by one prolonged note of a siren, repeated. When play has been suspended, practice on the competition course prior to resumption of play, except as provided in (a) and (b) of the Exception under Rule 7-2, is prohibited.

Example 68

MARKING THE COURSE

A properly marked golf course, whether for tournament or daily play, helps all golfers adhere to the Rules of Golf. It can also speed play by eliminating questions about whether or not a ball is out-of-bounds, in a hazard, in ground under repair, etc. Courses should be marked at all times, not just for tournaments, so that golfers can become accustomed to playing under the Rules of Golf. Markings are used for Out-of-Bounds, Water Hazards, Lateral Water Hazards, Ground Under Repair and, sometimes, Obstructions. An unmarked or improperly marked course could be catastrophic to the success of a competitive event.

Color Codes

A specific color code is recommended by the USGA. The following colors should be used when marking a course:

* Yellow stakes, or yellow lines, for limits of Water Hazards (Rule 26).
* Red stakes, or red lines, for Lateral Water Hazards (Rule 26).
* White stakes for Out-of-Bounds (Rule 27).
* Black stakes, or black lines, for Immovable Obstructions (Rule 24). Identify on Local Rules sheet.
* Orange stakes, or white lines, for Ground Under Repair (Rule 25). Identify on Local Rules sheet.

Materials

The USGA suggests using small, pointed stakes for marking water hazards and lateral water hazards, and large white stakes as markers for out-of-bounds. When lines are used, they can be marked with paint. Some professionals have found that the use of a non-selective herbicide with the paint will help leave a somewhat grassless, permanent line so the paint will stay visible longer.

Rules and Relief

Stakes and lines marking the water hazards are inside the hazard, by definition. However, stakes are obstructions, so players are entitled to remove the stakes under Rule 24-1 if the stakes are movable. If the stakes are not movable, players may only obtain relief under Rule 24-2—if the ball is outside the water hazard. When the ball is in the hazard, there is no relief. Out-of-bounds stakes and fence posts indicating Out-of-Bounds are not obstructions. Players receive no relief under the Rules.

Using immovable-type markers for defining water hazards should be avoided if possible, since a player receives no free relief from the marker if his ball lies within margins of said hazard.

Rules of Thumb

Stakes and lines should be placed to indicate the entire hazard area. For example, a water hazard should also include any banks and growth relating to the hazard itself. Therefore, stakes and lines should be placed accordingly. When stakes are used, there must be a clear view from one stake to the next so a player can determine if his ball is within the confines of a hazard, or in or out-of-bounds. Professionals and superintendents who mark the course should be sure to include all the hazard area within the staked or painted areas. When lines are used, the grass in the hazard area should be cut short enough so a distinct line is visible. Recommend that when using both stakes and lines to mark hazards, stakes should identify and lines should define the hazard. Do not double-penalize players with poorly-marked areas that do not afford a place to adequately drop the ball when taking relief. Hazards should be marked at the natural break of the terrain. If there is no natural break (i.e., if the area around the hazard is quite flat), care should be taken to estimate any normal overflow due to rain or high tide before setting stakes or lines. If enough latitude is not given in proper marking, a casual water problem may be created in an area that, in essence, should be a hazard.

Don't be misled by the conception that you are "taking the golf course away from the player" by placing lines and stakes farther from the water's edge. You are assisting the player by marking the hazards this way.

Water Hazards (Rule 26)

* Use 1" x 2" stakes with thin edge toward play, or 1" PVC piping, painted yellow and set in the ground.

* Make sure there are a sufficient number of stakes for good sighting.

* When painting lines, avoid double lines, or lines that are difficult to understand or distinguish.

* Define the hazard along its natural limits; i.e., usually the normal break of the terrain.

Lateral Water Hazards (Rule 26)

* Use 1" x 2" stakes with the thin edge toward play or 1" PVC piping, painted red and set in the ground.

* Follow the rules for water hazards.

* Be sure to define and change the colors of lines and stakes when a water hazard becomes a lateral water hazard, or vice versa. This can be done by placing a yellow and red stake together at this point.

Out-of-Bounds (Rule 27)

"Out-of-Bounds" is basically defined as ground on which play is prohibited. Generally, this would be the property line of the course. There are exceptions, however. Maintenance buildings, clubhouse and pool areas, tennis courts, and parking lots are often marked and played as Out-of-Bounds, even though they are on course property. These are areas where play should be prohibited.

Often the layout of a hole is such that playing onto an adjacent hole (fairway) alters the character of the hole being played or endangers the players on the adjacent hole. This might warrant marking an internal boundary between the holes; i.e., out-of-bounds within the course. These situations can sometimes be corrected by planting trees near the teeing ground to protect the designed playability of the hole.

If running out-of-bounds stakes only partway on a parallel hole for an interior boundary, the last point played as Out-of-Bounds should be designated by placing another stake perpendicular to the last stake 4' or 5' away, toward the out-of-bounds direction.

In situations when public roads divide or cross a course, they certainly should be marked as Out-of-Bounds. They are ground on which play is prohibited. Your club might want to adopt a Local Rule for this situation. The suggested Local Rule should read: "A ball which crosses a public road, defined as 'Out-of-Bounds,' and comes to rest beyond that road, is out-of-bounds even though it may lie on another part of the course." This eliminates the problem of a ball on the road being out-of-bounds, yet one bouncing completely across it being declared in bounds. It also prevents the dangerous practice of players hitting shots across a public access. Extreme care should be taken to define the entire golf course for out-of-bounds. There should be no open areas left that could create a rules problem. When placing out-of-bounds stakes for a competition, paint a large white dot (approximately 6") at the location where the stake will be positioned. This will ensure the accurate replacing of the stake should it be removed for any reason. It also defines the boundary in any subsequent or unforeseen absence of the stake. Boundaries should be defined by 4" x 4" stakes or PVC piping painted white. There are times when a small area can be so awkward that a white line painted on the ground could be used in conjunction with the stakes. This practice should be limited to very unusual circumstances.

What Should Be Marked

* Golf Course boundaries
* Maintenance buildings, clubhouse and pool areas, tennis courts, parking lots and other areas where play may be prohibited.
* Sometimes - internal boundaries - to protect the designed playability of a hole or for safety.
* Public Roads
* Private property

Marking Out of Bounds (Rule 27)

* Use 4" x 4" stakes, or 4" PVC piping, painted white and set so they are 30" above the ground.
* Creosote the portion of the stake going into the ground for longer life.
* Place stakes no more than 30 yards apart to better enable the player to determine if a ball is in bounds.
* Shrubbery should not be between the stakes if it hinders drawing a visual line or string between the stakes.
* Clarify all boundaries on the Local Rules sheet.

Ground Under Repair (Rule 25)

"Ground Under Repair", by definition, "is any portion of the course so marked by order of the Committee or so declared by its authorized representative". It includes material piled for removal or a hole made by a greenkeeper, even if not so marked. Stakes and lines defining Ground Under Repair are in such ground (Note 1). Grass cuttings and other materials left on the course which have been abandoned and are not intended for removal are not Ground Under Repair unless so marked (Note 2). The Committee may make a Local Rule prohibiting play from Ground Under Repair.

Marked areas should be kept to the closely-mowed portion of the course that is in play. Exceptions to this would be areas under construction, even if out-of-play, or turf that has been severely damaged by golf cars or maintenance vehicles. Newly-sodded areas often require marking, especially if there are seams still present between the sections of sod, or if the sod can still be lifted from the soil.

When marking with paint, avoid several small circles in a Ground Under Repair area; rather, use **one** large circle. This helps avoid time-consuming multiple drop situations.

"Material piled for removal" might be the cores swept up after airifying or the prunings from a tree that have been raked into a pile. The superintendent should clarify which items have been piled for removal. A good practice is to try to eliminate piling materials on the course that are not intended to be removed, especially grass cuttings. This will help avoid some potential rules problems.

An example of a hole made by a greenkeeper might be soil that has been dug up around an irrigation valve. This would create a pile of soil and pieces of sod, all of which would constitute Ground Under Repair.

The course should be checked each morning of a competition for Ground Under Repair which may have occurred either during play or overnight through maintenance or wildlife activity.

Examples of when the Committee may wish to prohibit play from Ground Under Repair would be sod or tree nurseries, flower beds, newly-sodded or seeded areas, or any areas too delicate to withstand traffic.

On its Rules Addendum Card, the PGA of America includes as Ground Under Repair: gallery crosswalks so marked, fire ant hills, and French drains (exposed trenches filled with rock or stones).

The duty of marking Ground Under Repair should be assigned to a small segment of the Committee, preferably consisting of two or three people. This yields more consistency in the way the course is marked. Should an area of Ground Under Repair be missed in the initial marking of the course, it still may be marked after competition has begun.

Worn areas at the ends, or to the sides, of golf car paths should be tied into such paths with white lines. By decision of the USGA, these areas should be treated as part of the Obstruction, rather than as Ground Under Repair. (Please note Dec. 33-8/21, "Decisions on the Rules of Golf".)

Care should be taken not to overmark the golf course for Ground Under Repair. As a rule of thumb, the less white paint put on the course, the better. If you are not very familiar with a course you are going to mark, drive or walk the course before marking any Ground Under Repair. This prevents overmarking of areas.

What Should Be Marked

* Unusual damage to the course.
* Areas damaged by golf cars or maintenance equipment.
* Newly-sodded areas.

Marking Ground Under Repair (Rule 25)

* Use 1" x 2" stakes with the thin edge toward play or 1" PVC piping, painted orange and set in the ground.
* Use white paint when lines are used.
* Use stakes when marking outside the playing area. Stakes can be seen from a greater distance than lines and should be used when the Ground Under Repair is far from the playing area. Large areas can easily be marked with approximately a half-dozen stakes.

* White paint should be used when marking in the playing area. Stakes could cause interference.
* It is suggested that sod or tree nurseries and flower beds should be played as Ground Under Repair and mandatory relief be taken.
* The use of a Ground Under Repair sign is acceptable.

Immovable Obstructions

* Corner with 1" x 2" black stakes, or PVC piping, or paint a black circle around buildings or objects that should be considered immovable. Stakes should be placed so there is an unobstructed view between them to clearly define the area. Rule 24 provides free relief except when an Immovable Obstruction, such as a rock wall, is in a Water Hazard. Items such as tee banks supported by railroad ties or stone walls are often deemed to be an integral part of the golf course rather than Obstructions.
* Painting a white line is another method for marking Immovable Obstructions; if a white line is used for this purpose, indicate on Local Rules sheet.
* List Obstructions hole-by-hole and post in the locker rooms or on other information bulletin boards.

Ball Drop Areas

"Ball Drop Areas" are used when the area affording relief under a Rule is impracticable for play. Except for stroke and distance, the only relief from a water hazard (Rule 26-1) might be in a wooded area, on a severe incline or on an unkept portion of the course, leaving no playable shot for the golfer. A clubhouse or patio area played as an Obstruction (Rule 24), near a green, could be so situated that in order to take relief no nearer to the hole, the player would

have to drop the ball on the far side of the building. These situations warrant the use of Ball Drop Areas. Grandstands or bleachers sometimes require Ball Drop Areas to facilitate play. Some marked areas can be so awkward or complex that Ball Drop Areas would help speed play and alleviate player confusion. There are times when an unplayable lie situation (Rule 28) creates a need for a Ball Drop Area. One case would be a par-three hole over water with a chain-link fence behind the green that indicates Out-of-Bounds. A ball hit over the green against the fence is unplayable. There is no free relief since the fence is not an Obstruction. For some flagstick locations, it would not be possible to take two club lengths' relief without getting closer to the hole. This would necessitate the use of a Ball Drop Area.

Ball Drop Areas are sometimes necessary, but should be used with discretion.

When Ball Drop Areas Should Be Used

* Hazards where relief is impracticable for play.
* Obstructions where relief is impracticable for play.
* Grandstand or bleacher uses.
* Complex or unwieldly Ground Under Repair areas.
* Some unplayable lie situations.

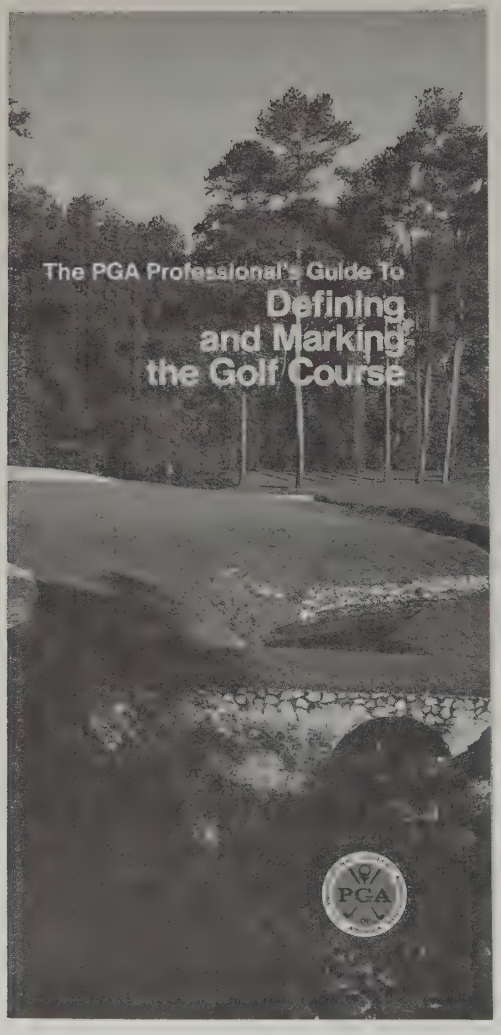
Marking Ball Drop Areas

* Use white paint to outline the Ball Drop Area.
* Place an appropriate sign in an out-of-the-way area to mark the Ball Drop Area or paint the words "Ball Drop" in the circle, so the Ball Drop will not be mistaken for Ground Under Repair.
* Create an area large enough to allow for a reasonable lie after divots are taken.
* Make the Ball Drop Areas reasonably flat.

A properly marked and defined course speeds play and reduces confusion for the players. It also helps eliminate rules problems and avoids inequitable and "gray area" situations. Whether golfers are out for a social round of golf, or are in tournament competition, it is the PGA professional's responsibility to see that the course is marked for play in accordance with the Rules of Golf. Rule 33-2 states that it is the Committee's responsibility to accurately define the course. In most cases, the professional **is** the Committee.

Have your superintendent, or a member of the grounds crew, accompany you while marking the course. This creates awareness in your people, an awareness of problem areas, and contributes to the elimination of perennially bad areas on your course.

(Major portions of this chapter are taken from the PGA's booklet "Defining and Marking the Golf Course".)



PACE OF PLAY

The Rules of Golf require that a player shall at all times play without undue delay. The administration of pace of play is handled by the Rules Committee of the PGA of America. Any appeal of a penalty must be referred to the Appeals Committee immediately upon completion of the round, and its decision shall be final.

"Out of Position" Defined.
A group is deemed out of position when starting the play of any hole which is clear of all players and the elapsed time for the round averages 13½ minutes or more for each of the holes completed.

Undue Delay Defined.
A player who is out of position shall be subject to penalty if four times during the round, to play any stroke, he takes 45 seconds or more. He will be penalized two strokes.

If, during the same round, the player takes four more such times (a total of 8), he will be penalized an additional two strokes.
If, during the same round, the player takes two more such times (a total of 10), he will be penalized another two strokes.
If, during the same round, the player takes two more such times (a total of 12), he will be disqualified.
Exception: A deduction of 10 seconds is allowed for the player who is first to play on or near the putting green, and the first to play from the teeing ground on par-three holes.
Note that undue delay can occur between strokes. A player who delays play in other ways may be subject to penalty.

Warnings.
All players in a group that is out of position shall be informed that they are being timed and observed.

Imposition of Penalties.
Any player who is penalized shall be informed immediately after playing from the teeing ground of the next hole or, in the event of a penalty during play of the last hole of the round, in the scoring tent.

PGA RULES COMMITTEE

Example 69

COMPUTERS

CHAPTER 5

COMPUTERS AND TOURNAMENT OPERATIONS

In this day and age the computer is not new to anyone in the golf business. And now, the introduction of software programs, designed specifically for the golf professional, has created means for streamlining the entire golf operation, and, at the same time, allowed for increased revenues through various programs. Along with virtually all major software programs, the development of a "Tournament Operations" portion has added to the overall package as a valuable time-saver for the golf professional.

Although "Tournament Operations" programs will vary from one software company to the next, they all perform the same general function discussed in this chapter.

"Tournament Operations" software helps the golf professional do all pretournament functions, do all scoring, all summarizing and finalizing of each event in a short amount of time.

The ease with which last-minute changes can be made, and the speed with which the computer can prepare an event, allow the professional a little longer before making his final pairings, helping to minimize last-minute changes. Also, the scoring system and the round-by-round leader printout eliminates most of the manual typing necessary for tournament updates and summaries. No longer is it necessary to be at the scoreboard trying to determine who has the low scores among a field of hundreds of players. The tournament summary will provide these data automatically, in a matter of seconds. Posting gift certificates automatically to the credit book ledger streamlines these procedures eliminating manual typing and double entries. The time savings and the ease of operation make the "Tournament Operations" program a must for every golf professional who wishes economy in time and effort in preparing and conducting a tournament. Finally, the reduction of labor that formerly went into the tedious preparation of pairings, tee times, and listings allows the professional to spend more time with tournament participants, on the lesson tee or wherever else his operation needs him.

WHAT COMPUTERS DO

Essential to getting information into the computer is the naming of the tournament that is about to be played. This creates space in the computer for the storage of all the information to be fed into it relating to the upcoming event. Once the event has been identified, lay out the format to be used, the number of rounds to be played, the percentage of handicaps to be used and the number of players on each team.

First let's consider format. Though programs vary, generally there is a selection of from six to ten separate formats, supplied by the "Tournament Operations" software, for the type of tournament to be held. Examples of formats might be:

1. Individual events
2. One best-ball of the two, three or four
3. The two best-balls of the three, four or five
4. Three best-balls of the four or five
5. Match Play Events
6. Quota System Events
7. Callaway System Events
8. Stableford System Events (Points to Par)
9. Florida Scramble Events
10. Peoria System Events
11. "Skins Game" Events

Formats can be changed each round if necessary, such as in a two-day partnership event where the first-day format may be the better ball of the two-man team (4-Ball) and the second-day format may be counting both balls of the team. More commonly, the format remains the same for the two days.

Following the decision on format and putting it into the computer, the golf professional decides how many rounds are to be played, the percentage of handicaps to be used in scoring and the number of players per team.

All of these items are placed/stored in the computer's memory for later use to supplement other functions in the tournament's operation.

Entering the Participants:

Before entering the players into the "Tournament Operation" system, the golf professional needs to determine if the computer will be used to pair the teams (regardless of the number of players per team) the participants are going to make up their own team. If the computer will do the groupings, it will automatically assign the players to teams, based on each player's handicap differential. The automatic grouping process ranks the players from the low-handicap player to the high-handicap player and then places them on teams to ensure that all teams will have an overall total handicap that is comparable to one another. However, if desired, tournament participants can be entered into the system randomly and not necessarily according to handicaps or team assignments. On the other hand, if the participants make up their own teams, it is necessary to enter all the players on one team, in succession, under the same team number. This eliminates having to make later changes for the purpose of putting people on the correct teams.

When entering players, simply type in identification numbers that correspond to the players participating. In most programs, the player's name, handicap and handicap differential will appear, thus confirming that he has been entered into the event. For those players who are guests or have not yet been assigned an identification number, there is usually a manual way to be entered into the event. This necessitates typing out the participants' names and seeing that they are assigned a proper handicap, which must also be inserted manually, at the same time as the name. Immediately, the player will be assigned a differential based on the handicap that has been supplied. The differential will be computed and shown on the screen opposite the player's name and handicap.

One thing, it is not necessary to put all the players into the computer at one time. The computer will retain, in its memory, those players who have been entered and will not release these players from its memory unless it is given such a command. Thus, the golf professional can enter as many players as time allows and return later to the exact spot where he left off, or can start with the next team to be entered.

For membership-only tournaments, where all players have an identification number, the professional can enter a great number of players in a short amount of time. Also, he avoids the typing of individual names that usually goes along with tournament preparation. The computer can print out a copy of the entries or team assignments at any point during the entry process, whether 10% or 90% of the field has been entered.

A player sometimes finds inopportune times to withdraw from an event and it becomes necessary to replace him with another player. The computer simplifies this step by allowing the golf professional to bring up, on his computer screen, the team number that needs to be changed, easily deletes the player who dropped out, and quickly inserts an alternate player's identification number, thus filling the team again in a matter of seconds. As mentioned earlier, most systems have a ranking or grouping portion on their program which allows the teams to be evenly grouped. If a person does drop out after the groupings have been made, it is a simple process to add the new player and, if necessary, re-rank the field. In a matter of seconds, it is possible to again have all new teams evenly grouped according to differentials.

Ranking and Pairings:

The ranking process in the "Tournament Operation" program may be achieved in a number of different ways, depending on the format being used for the event. For individual events, it might be necessary to rank the field from the low-handicap player to the high-handicap player, whether this be for the flighting process or an attempt to group the players according to their abilities. Additionally, whether conducting a stroke-play or a match-play event, the computer is capable of ranking the individuals into flights.

For the team events, such as Better Ball, Best Ball or Florida Scramble formats, the computer can automatically group all teams comparably, regardless of the number of players on each team.

Tee Times:

Once the rankings have been prepared, it is normal procedure to assign the tee times or, in the case of a shotgun start, the hole assignment for each grouping. Most systems offer an automatic process to assign tee times, or a manual process to do the same. In assigning automatic tee times, only a few questions must be answered before the computer can begin its preparation of tee times.

1. Are both #1 and #10 tees being used?
2. Are groupings going to be morning and afternoon?
3. What time do the tee times start?
4. How many minutes should there be between groups?
5. How many players in each group?

If required, some systems can prepare the tee times in ranked order, placing the low-handicap players off at the beginning of play and the high-handicap players off at the end. Or, if necessary, it can reverse the groupings to be opposite, high handicaps off first and low handicaps off last. There can also be a variation to allow odd-numbered flights to go off on one side and the even-numbered flights to go off on the other.

Under the manual system of preparing tee times, the golf professional is provided the teams by the computer's ranking system and then he must insert the tee time and hole assignment for each group. This method comes in handy when preparing shotgun starts, where the tee time is constant. The only thing that is done manually are the hole assignments and the order of tee off, if more than one team will be starting on the same hole. Secondly, this manual tee off method comes in handy if more than one tournament is being played on the same day, requiring special placement for the different groups around the golf course.

Regardless of which tee-off method is used, the computer will, if needed, print out all of the assignments for the times and/or holes. Included in this printout will be the groupings from the first to the last tee time or by hole assignments for the shotgun starts. Following this chronological printout is another printout that is in alphabetical order, so that players can more easily find tee times or hole assignments.

Scoring:

All "Tournament Operations" systems can print scorecards for each of the groups that have just been prepared. The computer will automatically print all names in the grouping, complete with each player's handicap, and will identify on which hole each player will receive his handicap strokes by placing an "*" or an "x" under the applicable hole. Also included on each scorecard will be the tee time, hole assignment and a player or team number. Some systems even allow space for small messages on each scorecard, such as a brief format explanation or a special tournament announcement.

Upon completion of the round, there are any number of ways to deal with the recording of scores for the format played. For individual events, scores will be recorded on a hole-by-hole basis for each participant. Though seemingly a tedious job, there is no better way to check the accuracy of the scorecards than by entering the scores hole by hole. Secondly, by entering in this manner, these scores can ultimately be transferred straight into the handicap program without having to reenter them at a later date. Thus, you have checked the scorecard individually and posted them to the handicap system all at the same time. Additionally, these scores go into the tournament operations memory and to be used for other functions in the future.

For team events, the golf professional will usually have the option of entering the round results on a team or individual basis. For events such as best-ball-of-group formats, scores can be entered for each player on the team or can be entered for the overall team score. In a situation where the scores are entered by the individual players on the team, the computer will automatically

compute both a "gross" and "net" score for the team. If the score is entered for the team only, this requires both a "gross" and a "net" score to be turned in. In events such as a Florida Scramble, the only possible score entry is a team score, on a hole-by-hole basis, or a team score based on the complete 18-hole score. Again, it should be mentioned that by keeping the entry on a hole-by-hole basis, the accuracy of the scorecards can be checked easily.

After all scores are entered, the computer will compile all of the scores and prepare a leaderboard on both a "gross" and/or a "net" basis and can break the scores down into flights, if necessary. The system will automatically list the participants or teams from the low score to the high score in each respective flight. From this report, the groupings for the next day's round become very simple, whether the professional uses the automatic or the manual tee time method. Again scorecards can be printed, this time for the second round, and the format can even be changed, if necessary. The computer will accurately figure the results for the second round, based on the new format inserted for the second round. The eventual leaderboard, prepared after the second round, will provide scores for both the first and second round and re-rank the participants, by flight, from the lowest to the highest two-round total.

Tournament Summary:

Following all rounds of play, the computer can now print a tournament summary report, with round-by-round scores, for both "gross" and/or "net" divisions, and according to flights. If desired, there is generally a portion of the tournament summary that will allow assigning prizes to each team that wins a prize, either by a dollar value for the prize, the description of the prize or by both. If these prizes are gift certificates and need to be posted to a credit book, most computer software systems have an integrated credit book ledger to which these prizes can be automatically transferred, preventing double-

entry work and saving valuable time. Posting should be by account number since some names are the same.

Tournament Supplements:

Almost all systems provide a couple of tournament supplements to their programs, most notably a "Skins Game" format and a "Pari-Mutual" wagering format. The "Skins Game" can be a supplemental addition for a tournament, or it can be a tournament within itself. It can be played on a "gross" basis or more likely on a "net" basis. The computer will determine the low score for each hole, based on those scores which are entered hole-by-hole. If a team or participant has the single low score on a hole, it/he is awarded a "Skin" for that hole. The value of the "Skin" can be determined in many different ways: by a fixed amount per "Skin"; a fixed dollar value per hole, with carry-overs; or a value based on an overall "Skins" purse, divided by the total number of "Skins" earned during the round.

The "Pari-Mutual" supplement allows another means of adding to tournament activities by figuring odds for each participant or team in the field, based upon monies wagered on them. When the wagers are placed, they are entered into the computer under the corresponding player number or team number. The odds are figured for each entry, based on the amount of money wagered on a team, relative to the rest of the field. Odds are figured in each category, Win, Place and Show, and most programs supply a means where the Tournament Committee can retain a percentage of the money being wagered to help defray other tournament expenses. In this case, when the odds are computed, the percentage to be retained by the Tournament Committee is figured in, and the ultimate pay-out reflects an amount that ensures the correct income to the Committee.

WHERE COMPUTER SYSTEMS CAN BE PURCHASED

In purchasing computers, remember that good software is the key, and should be decided on before compatible hardware is purchased. Following are some sources of software packages that will handle tournament operations.

The Golf System, Inc.
809 Canyon Creek Center
Suite 101
Richardson, Texas 75080
(214) 680-1199

SportsWare
The Golf Tournament Scoring Program
P.O. Box 120
Hyde Park, New York 12538

Handicomp
P.O. Box 87
Henison, Michigan 49428
(616) 457-9581

The Tournament Pairing Package
Ellen Gee
3617 Buffington Place
Greensboro, North Carolina 27410

On Line Sports
P.O. Box 902
Allen, Texas 75002
(214) 492-6232

Smyth Business Systems
P.O. Box 8800
Canton, Ohio 44711
(800) 462-4372

Logical Solutions
2217 Timberwood
Suite 104
Carrollton, Texas 75006
(214) 446-6727

The Tournament Department of the PGA of America has their tournament operations on computer and will answer Golf Professionals' queries about the capabilities of their system.

MAJOR EVENTS

CHAPTER 6

MAJOR EVENTS

Hosting a major golf tournament, or a PGA TOUR event brings considerable prestige to a club or course, (hereafter referred to as "Club"). Therefore, the competition for these events is quite keen. Major Championships are conducted by the PGA of America and the United States Golf Association. The PGA TOUR conducts their TOUR events.

Hosting one of these events is a tremendous undertaking by a club and its members. It involves inconvenience to the members and requires sustained efforts on the part of supporting personnel to meet the many challenges involved. However, clubs usually show financial profits from hosting one of these events.

On pages 6-5 through 6-7 is a "Request For PGA Championship" fact sheet which portrays some of the minimum requirements for hosting that particular Championship. The PGA TOUR and USGA have similar request forms for their events.

Conducting a major championship, or a PGA TOUR event, is a joint venture of the organization concerned (PGA of America, PGA TOUR, or USGA) and the club. The organization conducts all aspects of the competition, and the club provides the course, the facilities, supporting personnel and the spectators.

A General Chairperson must be selected by the club for this event. The General Chairperson, because of his/her vast responsibilities, must possess extensive golfing knowledge and enthusiasm. This person must be promotion-minded, skilled in administration and respected by the community groups with which he must work. Hundreds of volunteers will be looking to this person for leadership.

The General Chairperson usually selects several vice chairpersons to assist him. The key roles of vice chairpersons require selection of individuals whose occupations, past experiences and talents fit their particular assignments.

In addition, the General Chairperson selects various committees and a chairperson for each. These Committee Chairpersons usually report to one of the appointed vice chairpersons. Some of the committees that a General Chairperson would need to appoint for a major event and brief statements of their duties are:

a. **Accommodations Committee:**
Secures approximately 1,000 rooms from local hotels and motels, along with the rates and ground rules for advance accommodation requests.

b. **Admissions Committee:**
Charged with the responsibility of selling tickets—important for financial success of a tournament.

c. **Annual (Daily Program) Committee:**
The club produces an Official Program (annual) and Daily Grouping Sheets.

d. **Caddie Committee:**
The club provides caddies, fore caddies, standard bearers and runners.

e. **Clubhouse Committee:**
Responsible for all activities that take place in the clubhouse and for planning social events.

f. **Concessions Committee:**
May be responsible for operating parking, food, beverage, refreshment and product concessions.

g. **Construction Committee:**
Staking and roping the golf course and grounds; providing pressroom facilities, providing scoreboards and leaderboards, and erecting grandstands.

h. **Ecology Committee:**
Provides tents, trailers, toilets, trash containers and like items.

i. **Finance Committee:**
Responsible that the tournament is run on a sound financial basis. Responsible for handling of all funds and receipts, accounting and auditing, taxes and insurance.

j. **First-Aid Committee:**
Provides properly trained people and necessary equipment to ensure that proper medical care is available during tournaments.

k. **Gallery Control Committee:**
Ensures fair play for contestants and ensures safety and comfort of spectators.

l. **Golf Course Conditioning Committee:**
Responsible for planning and maintaining the condition of the golf course—very important in conducting a major event.

m. **Hospitality Committee:**
Primarily responsible for the spouses and families of the players, providing activities of interest for them.

n. **Inter-Club Relations Committee:**
Recruits manpower from area clubs and courses needed to conduct the major event.

o. **Ladies' Committee:**
Recruits the ladies needed to work on various committees and for the organization conducting the event. (see "Committee Volunteer Form" on page 6-8.)

p. **Legal Affairs Committee:**
Acts as advisors to the General Chairperson on all matters which might have legal implications.

q. **Local Government Committee:**
Establishes contact with proper local and state officials for permission to erect traffic control signs and provides list of local and state officials who should receive complimentary credentials to the tournament.

r. **Media Promotions and Community Relations Committee:**
Promotes public interest in the tournament.

s. **Parking Committee:**
Plans and provides convenient parking facilities for everyone attending the tournament.

t. **Scoring and Communications Committee:**
Keeps the spectators and members of the media well-informed on what is taking place on all the various parts of the golf course.

u. **Security Committee:**
Plans and provides police and security guards at strategic locations on and around the golf course and its facilities during the tournament.

v. **Transportation Committee:**
Plans and provides transportation for contestants, officials and members of the news media before, during and after the tournament. This includes transportation between tournament site and airport, hotels, motels, etc.

w. **Volunteers Committee:**
Plans and recruits volunteers needed by various committees for conducting the event. (see "Committee Volunteer Form" on page 6-8.)

x. **Insurance Committee:**
Plans insurance coverage and makes sure all areas requiring coverage are provided necessary insurance during the event.

The above list of committees is not all-inclusive. A particular club may choose to have additional committees. Another may decide to combine some of the above. These committees should be organized at least one year in advance. The above listing gives an idea of the comprehensive planning and preparation that goes into conducting a major championship, or PGA TOUR event.

Representatives of the club selected to host one of these events should attend the same event the preceding year. The General Chairperson in particular should make every effort to attend.

If your facility requests and is selected to host a major championship or a PGA TOUR event, the appropriate organization (PGA of America, PGA TOUR, or USGA) will provide you with a detailed Tournament Operations Manual setting forth responsibilities of the facility, the various committees and the organization conducting the event.

INFORMATION FACT SHEET: REQUEST FOR PGA CHAMPIONSHIP

Name of Club _____

Address _____

_____

Year that the Club was founded _____

Present number of Club Members _____

Name and Address of Official Submitting Report _____

_____ Telephone_____

Name of Golf Professional_____ Telephone_____

Name of Club Manager_____ Telephone_____

Name of Course Superintendent_____ Telephone_____

We would like to host the Championship in 19_____ or 19_____

GOLF COURSE

Architect's Name_____

If possible, a letter from architect with his thoughts and suggestions on hosting a major championship.

Type grass on Tees_____ Greens _____ Fairways _____

Average Rainfall in August_____

Average Temperature in August _____

List any changes contemplated for the golf course (Attach to this form)

(See next page)

CLUBHOUSE

Size of Locker Room _____

Number of Lockers (200 Needed) _____

Size of Players' Dining Room (minimum 700 sq. ft.) _____

Size of PGA Tournament Office (minimum 100 sq. ft.) _____

Size of Building for Media _____

Size of Meeting Room for PGA Board of Directors (seat 25) _____

Size of Room for ABC-TV Hospitality (minimum 100 sq. ft.) _____

PARKING

Number of Parking Spaces at Clubhouse (minimum 150) _____

Number and Location of any additional spaces near Clubhouse _____

_____

Number and Location of Parking Spaces for Spectators (minimum 7000) _____

_____

Location of Parking for Media (minimum 200) _____

_____

POPULATION

Number of People Within Driving Distance

1 Hour _____ 2 Hours _____ 3 Hours _____

HOUSING

Submit Names of Hotels or Motels and Number of Rooms. Give Distance from Club _____

_____

Recommendation for PGA Headquarters Hotel(s) _____

_____

Example 70

(see next page)

ACCESSIBILITY

Distance From Airport_____ Miles.

Distance From Major Highway(s) _____

_____

Please supply a local map indicating traffic routing and diagram of entrances and exits from the Club.

List previous Championships with year conducted:

_____

_____

_____

Financial results of last major event _____

Please give a short biography of the Golf Professional and the Golf Course Superintendent.

A B C COUNTY
CHARITY GOLF TOURNAMENT
COMMITTEE VOLUNTEER FORM

Please indicate below your first, second and third committee choice:

_____ Advertising Sales - Programs

_____ Gifts, Raffles, Prizes and Awards

_____ Registration, Parking, Volunteers, etc.

_____ Underwriting

_____ Hole Sponsors

_____ Hole-In-One

_____ Corporate

_____ Media/Publicity

_____ Ticket Sales

NAME TELEPHONE #

ADDRESS, CITY, STATE, ZIP CODE (Preferred Mailing)

Example 71

AUTHORS

CHAPTER 7

IDENTIFICATION OF AUTHORS

Many individuals gave of their time and expertise to make this PGA Tournament Manual possible. Twelve PGA Members comprised the writing committee and all PGA Members are indebted to them for their efforts. These twelve authors are:

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Organizations that made significant contributions to this manual by allowing the PGA of America to utilize some of their material are:

LPGA
Metropolitan PGA Section
Metropolitan Golf Association
PGA TOUR
San Diego Junior Golf Association
United States Golf Association

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Organizations that provided specific, specialized text for this manual are:

Travelers' Insurance Company
True Distance, Inc.

Colonel David L. Daub, USA (Retired) assisted with the professional editing of the text in this manual.

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